

TWENTY CENTS

MAY 14 1931

MAY 9, 1931

# Sales Management

The Weekly Magazine for Marketing Executives

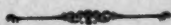


Raymond J. Comyns

*Former director of sales training, Alexander Hamilton Institute,  
New York*

## Tip-Top Salesmen I Have Met

Beginning a new series by Ray Comyns



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Merged Sales Activities

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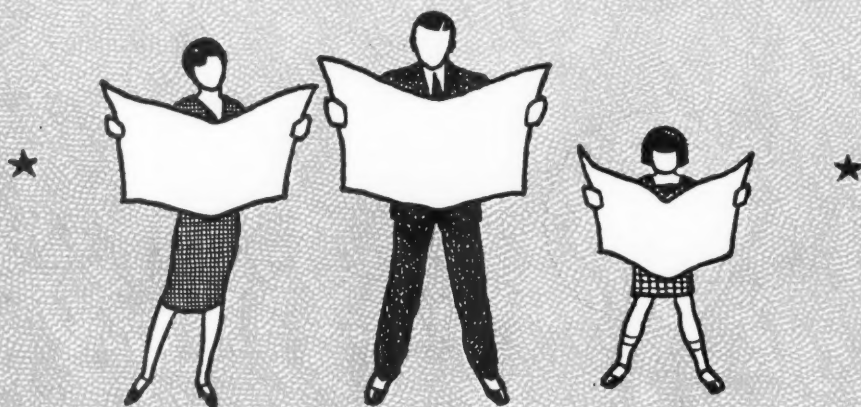
## The Times-Picayune

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## THE CHICAGO DAILY NEWS

C H I C A G O ' S H O M E N E W S P A P E R

*One of a series of advertisements appearing in metropolitan newspapers*

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## The Speed of Sales

GETTING your product to the consumer in the shortest, easiest and most economical way depends on how clear you keep your channel of distribution open. The slightest congestion slows up the speed of sales.

An important part of a B K W Merchandising Survey is to suggest methods of quickening the flow of goods through the normal distribution channel. Our broad experience along these lines with hundreds of concerns with varied merchandising set-ups — can be quickly focused to successfully solve YOUR problem.

An interview entails no obligation whatever, yet from it may develop a definite program to accelerate your sales pace. The complete B K W Service is outlined in our brochure titled "Adequate Profits." May we send you a copy?

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KENT, WILLARD  
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**Consulting Engineers  
and Accountants—  
Merchandising  
Counselors**

**PARK SQUARE BUILDING  
B O S T O N**

## Survey of Surveys

BY WALTER MANN

### The Critchfield Digest—1931

This handy 655-page three-by-five-inch compilation of merchandising and advertising information is an excellent reference work for advertising managers, sales managers and others interested in advertising and selling.

First comes a section of all English daily and Sunday newspapers listed alphabetically by state and city. It starts with the following information on the state: Location, chief industries, colored vs. white population, chief agricultural products, population, number of cities of various sizes, number of counties, etc. Then detailed information is given for each town, i.e., population, type of center, number of passenger cars, number of colleges, banks, automobile agencies, department stores, dry goods stores, grocery stores, clothing stores, drug stores, furniture stores and hardware stores; and finally the names of the daily papers, the time of day published, the per line rate and the circulation, A.B.C. or otherwise, for the United States and Canada.

This is followed by a few pages of data on newspaper rotogravure. Next comes a compilation of data on magazines, giving the following information: Name of publication, frequency of issue, circulation, size and number of columns per page, screen of halftone required, the line rate (one time), the page rate, the closing date (last forms) and the date of issue. The same information is given for agricultural publications and trade papers except that in the latter the page size is given instead of the number and size of columns.

Next we find the following data in the radio station section: Stations by cities and states, the operating power and evening rates for one-minute announcements, fifteen-minute, half-hour and hour programs. The last twenty-five pages of the book are given over to various types of general useful information, such as world motor vehicle registration by continents and by countries, some census of manufactures figures for 1929, population figures, income tax returns for 1928, etc., etc.

This excellent pocket-size, semi-flexible composition leather covered data book can be secured for \$2.00 from Critchfield & Company through its Chicago, Philadelphia, New York, Minneapolis, Los Angeles, Seattle, Portland or Oakland offices.

### Small Town Grit

Despite an almost universal undervaluation of the small town as a market for many types of merchandise, hope seems to spring eternal in the minds of the promotion department of *Grit*, a small town magazine of Williamsport, Pennsylvania—hope based on a knowledge that the truth about the comparative buying power of the small town vs. the big city must eventually come out.

Speaking of the truth coming out, *Grit* has just come out with a good-looking thirty-seven-page green covered eight and a

half by eleven inch booklet whose stated purpose is "to provide authentic information on the merchandising conditions and methods (now prevalent) in the small town market," i.e., an attempt to "shed a little light on the subject of merchandising in small towns."

Nineteen twenty census figures were used, it is said, because 1930 data would not be available until the summer of 1931—although why the study was not postponed until that time, when up-to-date figures were so soon to be available, is hard to understand.\* The 1920 census showed that 31.7 per cent of the nation's total families live in towns and villages of less than 10,000 population (and most of these towns are well removed from the trading areas of large cities). These towns have not (says *Grit*—and rightly, too) been exploited by space buyers—but have been comparatively ignored in the rush for big city markets where the free spenders are supposed to congregate.

Lack of authentic data has greatly contributed to this comparative elimination of the small town. Hence *Grit* went out to define definitely the small town market both as to size and as to location—and to ascertain (1) whether it is readily accessible, (2) whether it is worth cultivating, and (3) whether it is easily merchandised. The information in this study is from standard reference works (see bibliography on a back page of the booklet) and from a survey of twenty-nine typical small towns made by *Grit* in the summer of 1930 and reported in this column at that time.

Table I is an analysis showing that about two-thirds (62.7 per cent) of the small towns are east of the Mississippi and are therefore easily accessible. Another table shows that 65.5 per cent of all small town population is in eastern parts.

A few of the questions studied in this analysis were: "What are the characteristics of a small town and to what extent do they influence buying habits?" "What effect has family income on the purchasing power of small town residents?" "Do tradition, superstition and environment preclude the successful application of sane selling methods in this market?" "Are small town people progressive and receptive to new ideas?" And finally, "What type of publication has the largest distribution and influence among small town families?" These questions are answered in the pages which follow—good solid pages, logically worked out.

Table II shows the population characteristics of villages, i.e., native white, foreign born and colored. Needless to say, the native-born percentages are exceptionally high.

Table III gives figures on ownership of appliances, homes, autos, etc., in small towns—again an extremely high percentage in most cases.

Table IV shows the average weekly  
(Continued on page 252)

\*Perhaps another survey as of the 1931 figures is contemplated.



## What's New

¶ The "sales merger" type of business set-up has now passed the experimental stage and we find it being developed with interesting results in a number of different fields. The makers of Wamsutta sheets and the makers of North Star blankets recently combined in such a merger. The "whys" behind this action are explained by D. P. Russell, sales manager under the new arrangement. Page 231.

¶ When Ray Comyns looked at the title we suggested for his new series of articles ("Tip-Top Salesmen I Have Met"), he said: "Well, it's a good title, but don't forget I've talked about a few bum salesmen, too!" Which he has—thus adding all the more point to his anecdotes. You'll like these stories. Page 228.

¶ Coming next week: An interview with D. H. Steele, vice-president in charge of sales for Wilson Brothers, on why they closed their chain of retail stores.

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Published by Sales Management, Inc.,  
420 Lexington Avenue, New York,  
Telephone: Mohawk 4-1760; Chicago,  
333 North Michigan Avenue. Sub-  
scription price, \$4.00 a year, including  
annual Markets and Media Reference  
Number.

# Sales Management

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*Cover photograph by Underwood & Underwood*

# Sales Letters

BY MAXWELL DROKE

## "Soap Box" Letters

In my work of examining a thousand sales letters a month I am often called upon to caution young correspondents, who show an inclination to "soap box" the customers. This tendency to "make a speech" in our letters is a perfectly human failing; but we should guard against it. Letter lectures are not notably popular. Make a definite effort to talk *with* your prospect instead of *to* him.

A sales promotion man, who is doing some really good work, is hampered by this shortcoming. I know he won't object if I quote and criticize the opening paragraphs of one of his recent letters:

"We have learned many facts about retailing since the advent of mass production and distribution, but none more important, if the independent retailer is to keep his place in the sun, than to adopt efficient methods for operating competitively and successfully.

"Retailing is fast becoming a science and the retailer who expects to make a success of what seems to many the simple thing of keeping a store must master and apply the basic principles, and must study his business with meticulous scrutiny."

There you have a rather typical instance of what I term "soap-boxing." Sounds rather like the introduction to a speech before the weekly luncheon club. Let's bear in mind that this prospect of ours isn't much concerned about retailers in general. He is interested in his own individual problems and ambitions. And if we get to him at all, it must be on his own ground.

I'd like you to contrast this oration with a letter handling a similar theme, sent out by a manufacturer of store fixtures. It begins: "Are you finding it increasingly hard to make any real money in the meat market business?" Can't you just see a typical market man nodding his head as he reads that opening query? It hits him where he lives. And you can bet he will go on to the next paragraph, and the next. That letter will score because it talks to the market man in terms of his individual problems. Moreover, this letter employs an old and valued trick—that of bringing the reader into the picture. Don't neglect this principle. Construct your letter so that the reader will have a chance now and then to nod his head and say, "Sure! that's right!" Ask him questions—questions that can only be answered *your* way. Follow an obvious statement with the query, "Haven't you found this to be true in your business?" or "You agree with me on this point, don't you, Mr. Doe?"

And as a final caution: Pray for strength to avoid the temptation of "fine writing." We all like to air extensive vocabularies and, in their proper environment, big words are quite all right; but expressions such as "meticulous scrutiny" in the letter just quoted are "out of character." You wouldn't say that to a shirt-sleeved merchant, if you dropped in for a chat. So, avoid high-hatting him on paper.

## Damsels in Distress

I recently printed, as a "horrible example," a sales letter which had come to my attention, and this has inspired one of my correspondents to pass along another which he believes deserves to rank with the rankest. It is from an Earnest Young Lady, who implores a gentleman thus:

"Would you consider it quite presumptuous of me to ask you a favor—even though you do not know me personally?"

"Mr. ——— has just put me in charge of the mailing department and I am very anxious to make good. Of course, the first thing is to get our mailing list in good condition, as we want only names and addresses of home owners, exclusively, and to know their occupations. I cannot think of any way to get this information accurate without the cooperation of those who receive the mail.

"Now, Mr. ———, won't you be good-natured and help me out just a little, please?"

"All I want you to do is to return the enclosed file card to me.

"I want to thank you for helping me. I just feel sure that I am going to make record time in getting these mailing files revised.

"Gratefully yours,"

I am reserving comment on this letter, because I have learned my lesson. Personally, I am heartily inclined to side with my correspondent. These communications from earnest young females annoy me no end. But it cannot be gainsaid (and I am rather good at gainsaying, too) that these wiles have their place. Even in these days of crude commercialism, Gallantry still lives. Some gents, apparently, are still inclined to rush to the rescue of a damsel in distress.

Witness the Mantle Lamp Company's "sex appeal" letter, signed by a young lady in the collection department:

"To me this is the most important letter I have ever written. I am just a young girl, doing my level best to make good in the Credit and Collection department.

"Our Credit Manager is confined to his home, very ill at this time, and I am trying to handle at least a part of his work. You know, it is tough enough to be laid up in bed without having to work overtime to catch up when one recovers.

"You see, Mr. ———, I am doing everything I possibly can to *help*, and I feel so sure you will want to do your share, too, when you know the conditions and circumstances.

"You can *help* materially, Mr. ———, merely by sending your check *right* now for the bill of (date). It's only (amount).

"Just slip it right in the enclosed stamped blue envelope on which I have written my name. Write your name on the upper left-hand corner, and I'll save the envelope to show Mr. Baker when he returns to the office.

"Then all three of us will be Oh, so very happy. Especially,

"An Ambitious Young Miss."

I am told, on the solemn testimony of the credit manager himself, that fifty of these messages sent to delinquent customers produced thirty-one replies; twenty-two remittances, five orders and one box of oranges—for the young lady, not the "sick man"!

## Death by Correspondence

C. Homer Spotts of Los Angeles, who, much to my delight, has appointed himself a committee of one to keep me informed on worthy productions of the west, sends me a copy of *The Tom Tom*, unique house magazine of Dankers & Mariett, Los Angeles advertising printers, from which I quote (and what do you know about this from a guy who is constantly harping on the advisability of *short sentences*!):

"Death by Correspondence

"The gentle art of killing off customers may be practiced by correspondence as skillfully as with any other weapon. . . .

"The 'success' boys, in encouraging the amateur to try his hand at the technique of preparing sales literature, seem to be working an injury to this earnest vocation. Encouraged to get in the 'human appeal' and the 'conversational attitude' these tyros of printed salesmanship launch forth into wanton familiarity; exhorted to be humorous, they become slapstick and vulgar; inspired to be 'sincere' they become tragic and ridiculous.

"It should not need pointing out that it is committing the unpardonable crime of killing off the customer to entrust your sales correspondence to any but qualified hands."

## Bringing 'Em Back

Not long ago I promised you a letter on reviving inactive accounts, but lack of space crowded the letter out of my next department. So here it is now. This message was used, I am told, with considerable success by a retail jewelry house:

"Dear Mrs. ———:

"????

"Those question-marks exactly express our feelings. We have been wondering why you haven't been in to see us. It has been a long time since we have had the pleasure of seeing you here at the store, and of posting an item to your account.

"And we are distressed about it. There's plenty of room on your ledger page for more entries! And charging purchases to a good customer like you is our chief delight.

"Once upon a time a wise philosopher remarked that 'an old friend is worth two new ones.' And so, although we are gaining new customers every day, we are doubly anxious to retain the patronage of our good old friends.

"We hope you will drop in some day soon, and if by any chance you have a grievance, bring it right along with you, and give us a chance to set things right. That's fair, isn't it?

"With sincere good wishes,"

# Significant Trends

• • • Favorable indices are gains in car loadings and in electric power production and a slight gain in the adjusted index of automobile output. On the other side are some recession in steel activity and too sanguine expectations of revival. Retail trade has been adversely affected recently by unfavorable weather conditions. Among food distributors, however, the trend has been decidedly encouraging.

• • • A further sharp decline in the average price of commodities last week brought the Irving Fisher index number down to 73.1 from 74.0 the week before. At this rate we shall soon reach the 70 price level on which most of the country's progress has been made.

• • • Better employment conditions are reported by 748 companies of the National Association of Manufacturers employing about half a million persons.

• • • Secretary Mellon, addressing a foreign and domestic group of bankers of the International Chamber of Commerce this week, expressed the opinion that the troubles we are now facing cannot be cured by any quick or easy method, or at anyone else's expense. In private initiative he saw the best hope of restoration.

• • • Referring to wage reductions, Mr. Mellon said: "A balanced condition must be restored, and this may be done without a general reduction in wages. . . . Purchasing power, insofar as America is concerned, is dependent to a great extent on the standard of living which is maintained in this country. The standard of living must be maintained at all costs."

• • • Concerning tariffs, the Secretary of the Treasury had this to say: "The trade of the world must settle into new channels and will increase in volume, notwithstanding tariffs and other barriers."

• • • The upward swing in wholesale purchases is still in evidence according to inquiries received by the Credit Clearing House.

• • • Business failures in April were fewer than in any month this year. This is in accordance with the usual rule but it is significant that the decline over the March record was substantially larger than last year and that the increase over the corresponding month in 1930 was a good deal less than in March.

• • • Kroger Grocery & Baking sales in the four-week period ended April 25 were only four-fifths of 1 per cent less than in the same period of 1930, a significant change in trend. Montgomery Ward, on the other hand, showed a decrease in April of 13½ per cent, just a trifle under the decrease for four months. F. W. Woolworth suffered a decline of 2.2 per cent. Nineteen chains report a sales drop of only 3.07 per cent.

• • • Anaconda Copper sales in 1930 totaled \$179,332,797 compared with \$305,751,876 in 1929. The mean price last year was 12.928 cents a pound, 5.10 less than the year before. Production was 647,411,685 pounds in

1930 against 990,569,463 pounds the year before. Profit was \$18,362,276 (\$2.07 a share on common) contrasted with \$69,115,728 (\$8.29 a share) in 1929. The current price of copper is 9¼ cents a pound. In these cold figures we have a vivid picture of the business depression, showing conditions at their best and at their worst.

• • • Radio Corporation of America's net earnings in the first quarter of two cents on common was somewhat better than early estimates. Gross income of \$24,843,372 produced net income of \$1,566,520. How this compared with the net income of the corresponding quarter last year was not disclosed, the report for that period having been omitted. For the first half-year in 1930 earnings amounted to only seventy-three cents on preferred stock.

• • • Points against wage cuts are listed by the American Federation of Labor as follows: Discord and strife; savings from reductions are overestimated and can be surpassed by improved management; cost of living savings do not equal losses from part-time and unemployment; suffering of industry due to failure of workers' buying; wage cuts will limit workers' buying for years to come; severe wage reductions in the past have been accompanied by more drastic price declines than those of the present; wage cuts cause deterioration in workers' scale of living.

• • • The shoe industry has shown substantial production gains in recent months, output now being at the rate of 24,000,000 pairs a month. This contrasts with 17,500,000 pairs in December, the low point reached during the decade. Compared with last year, however, production is still down about 18 per cent.

• • • A meeting last week of the Independent Retail Grocers of Baltimore, Inc., was attended by 1,400 delegates. Senator G. P. Nye of North Dakota was among the speakers. Most of the addresses urged the grocers to fight the manufacturers who discriminate in favor of the chains, as well as the chains.

• • • A further drop in building construction during April is indicated by the preliminary F. W. Dodge figures. Compared with April, 1930, the shortage seems to have been about 30 per cent.

• • • There has been a renewed outbreak in the last few days of price-cutting among gasoline distributors.

• • • Official standards effective July 27 for canned cherries, apricots and tomatoes were promulgated last week by the Secretary of Agriculture under authority conferred by the recent amendment to the Pure Food and Drug Act. Labels must conform to these standards.

• • • The New York law forbidding the sale of oleomargarine which is not pure white to distinguish it from butter will go into effect on July 1 according to an official announcement made last week.

• • • Wholesale prices of dressed beef during April were from 27 to 32 per cent lower than a year ago according to the monthly review of the American Meat Packers.



# The Path to Prosperity\*

BY RAY BILL

A NUMBER of companies are still spelling profits with plenty of numerology but in red ink. It is to this situation that these remarks are most particularly applied.

In years gone by industry has prospered on considerably less than the total volume of business for 1930. The same is true of the volume being transacted for 1931. There is then ample room for substantial profits, especially after due allowance is made for greatly lowered prices. The trouble lies not in conditions, but in management. The longer we procrastinate in accepting this truth and adjusting ourselves accordingly, the longer we will find ourselves tangled up in the brambles and barbs that parallel the path to prosperity.

Men who are engaged in the marketing side of industry—men whose experience is practical instead of theoretical or second-hand—know that it is absolutely impossible to eliminate the human equation in the field of selling. The same is true of management as a whole even in its highest rungs. Business as a whole has fallen down because human ability in large degree has fallen down. With the ever-growing concentration of industry and its alleged greater efficiency and economy, we are witnessing a growing incompetency on the part of management. In other words, the human equation is defeating the material efficiency of applied and theoretical science.

To be sure, 1930 with all its grief showed us that there are exceptions. Here and there managements stood out like lighthouses. There were even industries that as a whole registered gains. For instance, in a recent summary published by the National City Bank of New York, which divides companies by industries, we find the following registered forward progress in 1930: dairy products, fertilizers, tobacco and utilities.

In every instance, where good showings are being made by industries as a whole or by individual companies, the answer is the same. Men did the job. Not machines. Not money. *Competent men.*

To be sure, other factors con-

tributed, but without competent man-made management, progress under existing conditions is well-nigh impossible. And so in passing more directly to my subject, the path to prosperity, I shall deal mostly with men—their shortcomings and blindness—their virtues and vision.

Apparently it is most difficult for the human mind—perhaps I should say the business mind—to adjust itself to radically changed conditions and to arrive at a highly simplified perspective as to what it is all about.

Let's try then to begin at the beginning, by asking, what is the trouble? Answer: Lack of profits and too much unemployment.

Next question: Why is there a lack of profits? Answer: Competition is too keen and cut-throat.

Question: Why is there large-scale unemployment? Answer: Overproduction and, in certain lines, a wage scale that cannot be supported by sound economics, and, therefore, many worthy workers are undeservedly forced to submit to the unalterable law of supply and demand.

What is the solution to unemployment? Obviously, the creation of new industries as rapidly as feasible, better application of sales management in order to increase consumption, the distribution of work in old industries so as to give every willing and qualified worker his just opportunity to earn a livelihood and the voluntary adjustment of wage scales in certain fields, such as building, to a level where employment will be offered to a majority instead of a minority of workers trained in a given line. A lot of the talk we hear about maintaining high wages is bosh—first, because it can't be done however good the intentions and, second, because in certain fields the effort to maintain wages at the level of inflated business is keeping more deserving men out of work than it is giving employment to.

In the fields I am talking about no conflict exists between labor and capital. Both are trying their best to keep business going and are working hand-in-hand and heart-to-heart to this end. But even working together, they cannot defeat the law of supply and demand and the reduced cost of living. A moderate voluntary reduction in the building trades, for instance,

will do much to speed up the revival of building. There will be more men at work and the aggregate payroll, in spite of a slight reduction in the dollar rate of pay, will be much greater. That means more purchasing power.

This sound and strategical step should emanate from the unions themselves, as it no doubt will. The paying of the equivalent of a dole by those in work for the benefit of their fellow unionites out of work and the forced acceptance of work by the unemployed building tradesmen in outside lines at truly sacrifice wages is forcing a new vision on labor leaders who in the last analysis must be good politicians. Labor leaders of the future must also become good economists and here's hoping those concerned with the building field will soon show some real statesmanship, because a substantial revival in building can do more to revive general prosperity than we have any right to expect from our other giant-sized industries at this time. Moreover, the crying need in the building field is modern low-priced housing, so that labor itself will be the chief beneficiary of reduced building costs.

For several years before the so-called depression building had been steadily declining. On a purely economic basis it had grown to be out of line. If labor costs can now be brought into line with the already reduced costs of building materials, much good will result not only for those active in the building trades, but for business at large. Most of our large high-scale industries, such as the automotive, have already put through wage adjustments, so that with the exception of building the deflation is largely an accomplished fact rather than a thing in prospect. Even Ford has taken advantage of lower labor costs available in foreign markets and here in the United States the changes made in over-scale pay are said to have accomplished the effect of a reduction, as is also true of some of his domestic sources of supply for parts, etc.

The rate of pay in the building trades has, of course, weakened here and there, but mostly by devious and unofficial means. Also in this field there are many centers of activity where the racket cost runs into real figures and this is money that goes to criminals instead of working men, although it represents a retarding factor

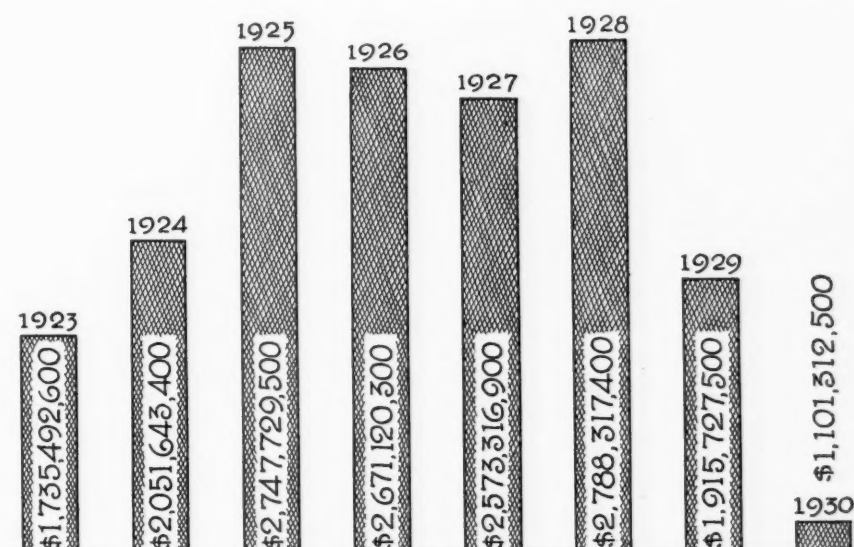
\*The first of a series of articles commenting on current problems of business.

because it results in increased cost.

Of course, public construction, including the emergency appropriations, has helped to stabilize and swell the total of building contracts awarded particularly in recent years. However, the enormous volume of public work naturally tends to maintain wage levels at which private business is unable to buy and sell successfully and there is the added question of how long public appropriations can be maintained in the face of greatly diminished profits for business as a whole. Residential building is the significant index of the relation between price and volume of demand and it is the trend in this classification that makes it appear as if the building trades are one of the very few left in which a slight downward revision of wages will prove a boon rather than a set-back.

Another phase of the labor situation deserves much thought. It has become rather a popular belief that the tremendous progress in the mechanization of industry is responsible for a great increase in what is termed technological unemployment. The reverse is quite the case. The mechanization of industry has done more to increase the total spendable money income and the average per capita income than has any other single factor. Comparison between any industrialized country and any agrarian country quickly and completely proves this. We all ought to talk about labor-making machinery instead of labor-saving machinery.

But apart from this, it does happen—often, too often—that a combination of machinery, man power and capital results in temporary overproduction of this or that raw material or manufactured merchandise. The law of supply and demand is constant, but the quantity of supply and the quantity of demand is subject to constant fluctuation and for many reasons. For instance, right now our foreign market for wheat is poor, not only because of the reduced purchasing power but also because of the large foreign-grown supply produced at lower labor cost and often with comparable efficiency in the use of machinery. At home our women have sold themselves that bread is a producer of fat instead of the staff of life as it used to be known. And women have a whole lot of men following their lead in matters of diet. Wheat is a good example of where the human equation steps in and, to a considerable extent, decreases the chances of selling. The chief trouble with the wheat farmers is that they are manufacturing the wrong merchandise—that is, they are turning out too much product to meet a changed current de-



**RESIDENTIAL BUILDING** (contracts awarded). The above chart gives the dollar total in figures and the excess over one billion dollars per year in column form. The trend was definitely up from 1923 through 1925 and down for the years 1926 to 1929, inclusive, with a rapid sag for the depression year 1930; 1928 broke through the steady, downward march but it appears that 1928 really included awards properly belonging to 1929 because the average of 1928-29 is lower than the total for any of the previous three years. 1929 was not subject to depression psychology until the very end of the year. The figures were compiled for *Sales Management* by the Statistical Research Service of the F. W. Dodge Corporation, covering thirty-six eastern states for 1923-4 (about 87.5 per cent of the national total) and thirty-seven eastern states for 1925-30 (about 91 per cent of the national total).

mand. Their position is slightly like the manufacturers of horsewhips and buggies. No amount of subsidy to put goods in storage can prove helpful in the long run—the problem is one of *selling* more wheat, not *producing* or *financing* more wheat. And, therefore, every dollar spent to sell the idea of using up wheat is worth ten dollars spent to store it. The same principle applies to every other line of business where subsidy is used to try to offset the natural workings of the law of supply and demand.

Now as the world as a whole becomes more and more industrialized, it is quite conceivable that interstate commerce will be vastly more important than export commerce, particularly if the false strategy of protective tariffs is adhered to. That state of affairs is a long way from imminent but the depressed purchasing power of all raw material countries and the increased competition of all industrialized nations makes it seem nearer at hand. If exports should continue for long in their present state and if maladjustment of production to domestic demand continues for long, it is quite possible that we should give careful consideration to a universally practiced (universal in the United States at least) four- or five-day week, making it morally or even legally impos-

sible to hire people for overtime or extra shifts. In this manner the total amount of immediately available work could be equitably divided among all who are willing and qualified to work. By this means, without any change in the daily rates of pay, the total spendable money income of labor would remain status quo, but without the unforgivable unemployment of some six or seven million persons. Also as the demand for products and services mounts, the rate of pay will be automatically forced up by the normal workings of supply and demand, but at all times the people as a whole would have more time to enjoy life than is possible with longer working weeks.

In Germany a movement along this line is already under way. In Russia the Soviet theory has always been to divide the total work to be done by the total workers available and wind up with the highest possible per capita of leisure. In America—a week or so ago William Green, president of the American Federation of Labor, uttered his first public thoughts along the line of a universally accepted shorter working week. There are some sound possibilities in this trend, but success depends upon unanimous rather than minority action insofar as employment policy is concerned.



# Tip-Top Salesmen I Have Met

Part I of an article in six parts

BY RAYMOND J. COMYNS

*Former Director of Sales Training, Alexander Hamilton Institute, New York*

*Cartoons for the series by Emidio Angelo*

Ray Comyns knows a lot about salesmanship and a lot about men. Here he starts a new series of articles in which he recounts his experiences as a buyer and analyzes salesmanship de luxe as he has met it. You'll find the stories highly entertaining—and you'll probably want to pass them on to your men.



**A**N eloquent, enthusiastic young man was endeavoring to persuade a farmer to purchase a book on scientific agriculture. The farmer was obdurate in his oft-repeated statement that he didn't want it, didn't need it. "Well, I don't understand," said the young man finally, "you're a farmer. You depend on farming for your livelihood. This book will teach you how to farm better. Why do you insist that you don't need it?"

"Wal," replied the farmer, "I know how to farm now twice as good as I'm farmin'."

I take as my text my firm and long-held belief that many engaged in selling work fail—or remain mediocre—not because they don't know what they ought to do, but because, knowing full well what they ought to do, they lack the courage to do it. They

know how to sell twice as well as they're selling.

I have been a salesman and sales manager most of my business life. And, of necessity, a student of selling methods. Consequently, I observe and analyze the way in which I am handled when I sally forth as a buyer; or am bearded in my den by a salesman. I have seen a lot of mighty able salesmanship; but I have observed much more that is woefully weak.

Two boys in my office used to stage, every once in a while, what they called "The snappy talk of the snappy salesman." With one of them impersonating the salesman and the other the prospect, it went like this:

Salesman, high and sprightly: "Mornink!"

Prospect, glum and dead: "Mornink."

Salesman, hopefully: "Sometink?"

Prospect, phlegmatic, decisive: "Nottink."

Salesman, still sprightly: "Mornink!"

Prospect, phlegmatic, decisive: "Nottink."

There is a lot of that type of salesmanship.

Right at the outset let's understand each other. Salesmanship is not the desire on the part of an individual of predatory instincts to put a "fast one" over on some putty-minded party utterly lacking in powers of resistance. The great mass of those engaged in selling work—and it would seem that a larger and larger percentage of our population is drafted into this field year after year—are actuated by high ideals of sincere service; and perform a most necessary function of our economic life—among other things, providing the wherewithal to pay for





*"Wal," said the farmer to the young man trying to sell him a book that would teach him how to farm better, "I know how to farm twice as good as I'm farmin' now."*

your bread and butter, and mine, as well as earning his own. No man is justified in selling any but a worthy product; nor in selling a product, no matter how worthy, to one who should not buy it. If he believes that the man he is facing should not buy, it is good salesmanship, as well as his duty, to say so frankly. He will lose nothing by that. It is good business. But, if he believes the prospect to whom he is talking is a logical purchaser, let him, in the name of good business, leave no stone unturned to consummate the deal. Let him have the courage to do and say the things which he knows he ought to do and say if he would be considered a strong

and effective salesman. There is just one remark which he should never give cause to be uttered as he retires from the field: "There goes a weak salesman."

Let us not lose sight of the fact that the advance of civilization has meant more than anything else increased diversity of human wants. The salesman, at the outset at least, has had to create most of them. Our much-vaunted standard of living means, if we will but think it out, better homes, twin beds, washing and ironing machines, vacuum cleaners, radios, automobiles, good reading, oil and gas heating, life insurance and covers for the radiators, to mention but a few of a great heterogeneous mass of things which go to make up our needs and desires in this complex civilization. All things which must be sold, you will observe—for which a desire must be created. Yesterday salesmanship was struggling to get telephones into offices and homes. At least one early merchant threw them out because they disturbed his clerks! Tomorrow it will be trading in radio for television sets.

And you may put it the other way about. Standard of living depends upon purchasing power. Purchasing power depends upon employment. Employment—of presidents, superintendents, office employes, factory hands, yes, and even purchasing agents—depends on sales. And if goods are not shipped railroads cut their operating forces and defer employment of labor and purchase of material for improvements. And so I might go on seeming to prove that we really do get along by taking in each other's washing. The salesman would seem to complete the cycle. He is that engaging performer in the business circus who loops the gap.

We have listened to a great deal of discussion in the last few years about the high cost of distribution. President Hoover has paid a great deal of attention to it. Many things will eventually be done about it. For a long time to come, however, personal salesmanship will be a large and necessary element in that cost, most products considered. The cost of inefficient salesmanship constitutes a large drain on distribution appropriations. I know of no more effective way to reduce the cost of distribution quickly than to get well-trained sales organizations working as consistently as they should and as effectively as they could.

Now, certain things must be said, certain things done by salesmen—and saleswomen—whether behind the counter or on the selling floor or in

the field. These may be said and done weakly and ineffectively—and usually are; or, strong and effective methods of doing and saying them—always within the bounds of business courtesy and business ethics—may be devised.

And the development of selling ability lies largely in the development of these strong and effective methods—the development, in other words, of poise, calibre, personality. Few sales managers today will fail to give the salesman successful methods gleaned from his experience and that of his organization. The salesman's task then is to fit them to himself and have the courage to use them. And that, incidentally, disposes of the statement—not as frequently heard today as formerly—that salesmen are born and cannot be developed. True, some seem to possess more natural selling ability than others, but by and large, anyone whom a sales manager picks can be taught to sell if he will but do his part. The question is largely academic in any event. There are not enough natural-born salesmen to go 'round. Hence, an important task of present-day business is training them.

All of which explains why I feel justified in telling salesmen how to be good. Because the incidents used to illustrate the points made here are largely personal experiences in which the author played the part of victim to the salesman's wiles, readers must pardon the perpendicular pronoun which will not merely creep in but at times pervade the printed page. Divorce in your mind, too, the principle involved and the particular business from which the illustration happens to have been drawn. If it did not have a wider application it would not have been included. And please don't get the idea that I am abnormally easy to sell. When one talks even of a few of the many things he has bought over a long period, it looks as though he had bought much more than the average. Just as, if he were to enumerate all the things he had eaten over the same period, it would seem as though he ate a lot more than the average. Realize that the happenings of which I speak, so far as they are personal experiences, are spread through the years.

I drove a low-priced car long after everybody thought I ought to be driving something better. Particularly and specifically, my young brother-in-law, a lovable example of our modern youth, disliked the car he had to drive when he borrowed mine to take out one of his many girl friends. He sought to remedy that situation by the simple expedient of going to the Automobile Show and giving my

name to every salesman to whom he talked. And he talked to them all. Right after the show the merry jingle of the telephone became practically constant. The conversations were much alike. One will serve as an example of all.

"Hello, Mr. Comyns, this is the Pevick man. I understand you're in the market for a car."

"I don't know," I would reply, "who told you that?"

"Your brother-in-law, up at the show."

"Well, I don't think I'm a particularly hot prospect, old man. Have the desire but not the money. Maybe a little later—"

"Oh, a little later, Mr. Comyns? Some time in the spring?"

"Yeah, some time in the spring, maybe."

"About April or May, Mr. Comyns?"

"April or May is all right."

"All right, Mr. Comyns, I'll get in touch with you then."

Now, I am a great believer in the telephone as a means of saving the salesman's time and shoe leather. The point is that many salesmen, and I mean good salesmen, do not attach the same importance to their talk over the phone as they do to their face-to-face stuff. They carefully think out and plan what they are going to say in

a personal interview, but entirely lose sight of the fact that an effective phone talk requires the same careful preparation. And many sales managers who are most careful to see that their salesmen have an effective talk do not train their men to be efficient and effective over the phone and seem not to realize its importance. In the past, many have solemnly warned their men against the use of the phone and insisted that they endeavor, in their initial approach, to see every prospect face to face. Most of them realize now that they were approaching the problem wrong end to.

It is a fact that something very vital is lost in a contact over the phone as compared with a personal call. That is the reason why a telephone talk must, if anything, be more effective, more forceful, than that which can be delivered to the prospect in person. That is the reason, too, why the telephone conversation should, as a rule, be held strictly to an endeavor to secure an appointment. Its chief value is in assuring the salesman that his prospect will be in and prepared to see him when he calls and enabling him to make his actual entree on a little better basis; though it cannot be gainsaid that some very successful selling has been done entirely over the phone.

(Mr. Comyns continues his story in next week's SALES MANAGEMENT.)

(3) Will these firms be given window and inside display or cooperation during 1931?

(4) Are competing items sold?

(5) Are competing items given window displays and cooperation?

(6) What is your (the druggist's) opinion of the firms manufacturing products sold at cut-prices?

It should be explained that the eleven items covered by this survey were selected only because these are representative of a large group of items which are the favorites of "pine-board" and other cut-rate institutions, used as "bait" for the consumer and offered at almost cost or even less than cost prices.

The survey has been completed in the San Francisco district; next will come Stockton, Sacramento, San Jose and Fresno; then the survey will be extended to cover all other large cities of northern and central California; finally southern California will be surveyed. Mr. Philip expects returns on these eleven products from some 2,000 drug stores in all. In the spirit of fairness he has notified the manufacturer of each of these products that the survey is being made and has invited each to have a representative sit in with him when the reports are all received.

### Letter to Manufacturers

In his letter to the manufacturers, Mr. Philip has the following paragraphs:

"I hold this is fundamental: If a condition desired is right there must be a legal way to accomplish it. Fair and honest merchandising conditions are right and there must be a legal way of obtaining this condition.

"Knowledge and information will help us to know what is wrong. Therefore, I am having a survey made on eleven preparations, including yours, to try to find an answer that will help. Enclosed you will find a copy of the questions that are being personally asked by my representative. Before I am through I hope to have this information from 1,000 drug stores in northern and central California alone. My representative and the questions are being received with great enthusiasm by the independent retail druggists.

"I am convinced that 90 per cent of every million dollars' worth of sales made by the cut-rate, pine-board and predatory price-cutter is diverted and not new business. Furthermore, every million dollars' worth they sell kills from a quarter to a million dollars' worth of possible sales that could be made on your preparations. In many

(Continued on page 254)

## West Coast Retailers Tackle Cut-Price Problems

BY S. L. BREVIT

**W**EARLY with the endless battle against cut-rate or "pine-board" drug stores, independent druggists of California have started to combine in carrying the warfare into the enemy's camp. In Salinas the pharmacists have opened a cooperatively owned cut-rate drug store and are out to undercut the price-cutters—at that store only. The store-announcement reads: "We will not give credit, fill prescriptions, cash checks, sell stamps, make deliveries nor give complete drug store service. For complete drug store service go to your locally owned service drug stores." In other words, says F. N. Hitchcock, one of the owners, at this "front line trench," price will be the selling point.

At the same time, W. Bruce Philip, San Francisco, secretary and also attorney for the Retail Druggists Association of San Francisco and the

Alameda County Pharmaceutical Association, is conducting an intensive survey among the retail druggists of central and northern California in order to determine the real attitude of the retailer toward price-cutting in general and the favorite cut-price items in particular. Selecting eleven nationally advertised items, including Bayer's Aspirin, Coty's face powder, Gillette blades, Kotex, Listerine, Squibb's Petrolatum, Lysol, Palmolive shaving cream, Pepsodent tooth paste, Petrolagar and Phillip's Milk of Magnesia, the survey asks the retail druggist a set of questions concerning these products, including the following:

(1) Are you meeting the drastic cut-price on this item prevailing in your district? (This question, as with all the others, is asked separately for each of the eleven products.)

(2) Are sales on this item increasing?





Photo by Ewing Galloway

BY D. P. RUSSELL

Sales Manager, Wamsutta Mills and  
North Star Woolen Mills,  
New York City

*Wamsutta and North Star  
lines have been coordinated  
in their color styling so that  
department stores can now  
offer their customers com-  
plete color ensembles in bed  
furnishings.*

## Why Wamsutta and North Star Merged Sales Activities

SINCE the first of this year Wamsutta Mills, makers of sheets, percales and pillow cases, and North Star Woolen Mills, blanket manufacturers, have merged their selling activities. This action grew out of a study revealing the marked extent to which the sales problems of the companies were parallel.

In four respects Wamsutta and North Star products and methods were found to be similar: first, both products are high quality; second, both houses endeavor strictly to maintain price; third, in 95 per cent of cases the same type of department store executive buys both sheets and blankets; and fourth, both products are stylistically related in the new ensemble selling movement.

Under the new sales merger plan both companies carry on entirely separate manufacturing activities and retain their separate identities from a

A similar sales arrangement in the floor covering field was described in the July 12, 1930, issue of SALES MANAGEMENT, "The Sales Merger"—a New Form of Competitive Strategy."

financial and administrative standpoint. Only the sales forces are now merged, each salesman selling both lines and answering to one sales manager.

Though the period of joint operation is not long enough to foretell the fullest effects of this new merger plan, executives of both companies are pleased enough to wish they had merged their sales forces more than a year ago when negotiations first began. Specifically, already five major accomplishments or advantages have resulted from the sales merger.

First of all, both products are now being coordinated in their color styling. Lately there has been much talk about color in sheets and blankets, particularly in the light of ensemble selling. But actually, while the buyer has had many colors to choose from, these colors have not been correctly harmonized, so that practically no department store has really been able to offer its customers the fullest potentialities of color ensembles in bed furnishings. Now Wamsutta and North Star match their colors and

there is a basic logic to these color matchings which give the merger salesmen a definite advantage.

Secondly, the sales merger is giving both products wider distribution. The same number of salesmen are bending their efforts to double the number of outlets for each product, taking advantage of the good-will enjoyed by one product to get a hearing for the other. In only one case has the ill-will of a buyer toward one product jeopardized the sale of the other, and this condition was only temporary.

The third advantage of the new set-up is more frequent customer contact at less expense. Before the sales merger Wamsutta and North Star, operating independently, were able to have their salesmen see the trade only about twice a year. Now, without additional salesmen, both are accomplishing a distinct saving of call time with the result that salesmen are able to see their customers more often.

Another advantage is the leveling of the selling load. In June and July there is not much activity on blankets,

(Continued on page 255)



## Newspaper National Advertising Fell 11 Per Cent in 1930

NEW YORK—Expenditures of national advertisers in newspapers in 1930 were only 11½ per cent below the record levels of 1929 and the most of this curtailment was in three groups which were particularly hard hit by the depression—automobiles, radio and financial—the Bureau of Advertising, American Newspaper Publishers Association, announced to this magazine. These three groups normally account for nearly 40 per cent of the total.

The bureau summarized expenditures of 470 companies, each of which spent more than \$50,000 in newspaper advertising during the year. The total

volume of newspaper advertising for the year was estimated by Allen B. Sikes, research manager, at approximately \$230,000,000, as compared with approximately \$260,000,000 for 1930.

In spite of declines of about 30 per cent in the automotive group and of about 50 per cent in radio, expenditures by food, drug, electrical appliance and tobacco companies showed an increase for the year.

Although the policy of the bureau in recent years has been not to publish detailed figures for companies, Mr. Sikes released the following group estimates:

	Amount Spent	
	1929	1930
<b>Automotive</b>		
Automobiles and trucks—19 companies.....	\$53,635,000	\$33,610,000
Accessories—3 companies .....	640,000	490,000
Gasolines and motor oils—28 companies .....	13,060,000	11,470,000
Tires—7 companies .....	4,175,000	5,925,000
<b>Building Materials and Supplies</b>		
Building materials—2 companies .....	410,000	275,000
Plumbing and heating supplies—9 companies .....	1,245,000	1,235,000
Paints and hardware—6 companies .....	705,000	445,000
<b>Druggists' Sundries and Toilet Goods</b>		
Druggists' sundries—33 companies .....	9,930,000	9,885,000
Toilet goods—27 companies .....	10,075,000	10,310,000
<b>Financial and Insurance</b>		
Financial—15 companies .....	2,555,000	2,680,000
Insurance—5 companies .....	650,000	825,000
<b>Grocery Products</b>		
Candy and gum—2 companies .....	155,000	180,000
Foods—69 companies .....	18,995,000	20,440,000
Soaps and cleansers—11 companies .....	2,675,000	2,895,000
Soft drinks—10 companies .....	3,115,000	3,015,000
Miscellaneous grocery products—2 companies .....	135,000	105,000
<b>House Furniture and Furnishings</b>		
Electrical appliances—12 companies .....	8,095,000	8,480,000
Furniture and furnishings—3 companies .....	1,300,000	805,000
Jewelry and silverware—1 company .....	60,000	75,000
<b>Office Appliances</b>		
Office appliances—6 companies .....	1,225,000	1,075,000
<b>Publishers</b>		
Publishers—8 companies .....	1,910,000	1,610,000
<b>Radios and Phonographs</b>		
Radios and phonographs—16 companies .....	14,405,000	7,185,000
Accessories—4 companies .....	1,305,000	755,000
<b>Sporting Goods</b>		
Sporting goods—3 companies .....	495,000	400,000
<b>Tobacco</b>		
15 companies .....	21,680,000	23,880,000
<b>Travel and Amusement</b>		
Community—3 communities .....	400,000	365,000
Hotels—1 hotel .....	150,000	100,000
Motion pictures—1 company .....	1,550,000	1,750,000
Railroads—29 companies .....	6,700,000	6,585,000
Steamships—13 companies .....	2,740,000	2,765,000
<b>Weaving Apparel</b>		
Clothing—12 companies .....	2,460,000	1,790,000
Shoes—4 companies .....	805,000	690,000
<b>Miscellaneous</b>		
14 companies .....	1,765,000	2,000,000

## I. B. M. Plans to Market Filene-Finlay Device for Translations

NEW YORK—International Business Machines Corporation has acquired exclusive world rights to the Filene-Finlay Translator, a system of multiple simultaneous translation by which, in effect, speeches may be made at international conventions, conferences and similar gatherings in a number of different languages at the same time. The device was invented by Edward M. Filene, Boston merchant.

The system involves the use of a microphone, placed before the speaker, which conveys his words over a telephone wire to each of a number of translators, who may be in the hall or in nearby booths. As each receives the speech he translates it in his own tongue, speaking into a microphone which is wired to every seat in the convention hall. Members of the audience are provided with telephone head sets which they can plug into terminals fastened to their chairs, selecting whichever circuit carries the language they prefer.

It was in operation this week at the convention of the International Chamber of Commerce at Washington and will be installed at the League of Nations headquarters at Geneva.

## British Audit Bureau Picks First Council

LONDON—The first council of the proposed British Audit Bureau of Circulations has just been elected and it is expected that the bureau will be established soon.

The council comprises sixteen members—eight representing advertisers, six publishers and two agencies. Representing the advertisers are Thomas Bell, Kodak, Ltd.; H. J. Bostock, Lotus, Ltd.; F. E. Dadd, Agricultural and General Engineers, Ltd.; C. J. Harrison, Horlick's Malted Milk Company, Ltd.; B. E. Kent, Allen & Hanburys, Ltd.; W. D. H. McCullough, Austin Reed, Ltd.; H. C. Taylor, General Motors, Ltd.; C. H. Whittaker, Cadbury Brothers, Ltd.

A director has not yet been chosen. While in favor of a properly drawn net sales certificate, it is believed that a number of publishers, including Lord Riddell, president of the Newspaper Proprietors' Association and owner of a number of publications, among them *News of the World*, are not prepared to support a demand for an independent audit nor for analyzed figures of area distribution.

# Cut Waste, Boost Manufacturers' Profit, Four-A Goal in 1931

WASHINGTON, D. C., May 1.—During the two-day session which constituted its Fourteenth Annual Meeting in Washington, the American Association of Advertising Agencies followed the trend of 1931 conventions by dispensing with froth and gloss and getting down to brass tacks. It did this in respect to the relation between agencies and advertisers, the significance of current developments in the marketing phase of business and the practical ways and means for agencies to cooperate with their clients (1) to increase the profits of individual companies, (2) to make advertising prove in ever greater degree its effectiveness as a builder of profitable sales, (3) to make advertising a means of reducing the cost of distribution, (4) to make it a prime factor in widening consumption from the standpoints of both total units and per capita consumption and (5) to utilize advertising as the most important means for changing the psychology of the nation from pessimism and hesitation to intelligent optimism, normal spending and the will to drive ahead.

The Thursday morning session was closed to the press. In the course of it considerable discussion waxed on the matter of whether or not agencies should charge a standard commission on radio talent. Opinion was divided and no conclusion reached in resolution form.

Stanley R. Latshaw, president of the Butterick Publishing Company, in the course of his talk suggested that the space buying role in certain agencies should be elevated to a new role of importance, i.e., to one in which the head space buyer instead of being largely a buffer will have the full authority and responsibility that properly belongs to such a function. He feels that greater importance should be attached to the scientific selection of media and for this reason the space buyer should be a partner or principal officer of the agency.

Lawrence G. Meads of the Blackman Company discussed current marketing trends in a very comprehensive manner and in the course of his talk said:

"The most significant marketing trends include the following: 1. Large scale dis-

tribution; 2. The growth of private brands; 3. Increasing knowledge of marketing costs, and 4. Regularization of employment.

"The tendency is toward distributing products to fewer but larger units. Department stores in some instances have grown in size, in other instances have combined into chains. The growth of chain stores is being paralleled by large associations of independents. As in the case of certain stores of the Great Atlantic & Pacific Tea Company, some chains are materially increasing the size of certain of their individual units. Large scale distribution includes not only those changes in the size of retailers, but a similar movement of wholesalers into powerful chains and combinations. The manufacturer himself is in some instances adding to this general tendency by pooling sales forces with other manufacturers or by himself controlling chains of retail outlets.

"During the last several months we have seen repeated the phenomenon of a rapid growth of so-called private brands. I say 'repeated' because there was a similar development about ten years ago during the period of falling prices. The present trend, however, is more marked and will probably be more far-reaching. One reason for its strength lies in the subject just discussed. Powerful distributors can more successfully promote private brands.

"Private brands seem to have received their present impetus because:

"1. Consumers are hunting for bargains. This means that quantity and price offers have a better chance. The public wants to believe the quality is just as good.

"2. Large retailers, perhaps themselves important advertisers, can accomplish more than ever with their own advertisement.

"3. Some companies have seized this opportunity to urge the promotion of private brands. They have offered distributors the services of artists for redesigning packages, etc.

"4. We are passing through a period of falling prices. During such a period many national advertisers are tempted to maintain prices longer than they should—this invites the competition of the unknown brand. In some cases, because of commitments, the large manufacturer cannot reduce his prices as rapidly as his small competitor. The competitor has a temporary advantage which he pushes under an unknown brand. This advantage disappears rapidly.

"In general I think the older chains have been more cautious about pushing their so-called private brands than have some of the voluntary chains. The latter are trying to outdo the chains, but fail to take into account the permanence of their source of supply and lay themselves open to a bad reaction. They have not yet learned the lesson which has been driven home to the chains through painful experience, namely, that price is not the only factor in the bargain with the consumer, even though it may seem so temporarily.

"Well-managed companies today are making rapid strides in distribution costing and one of the important developments in

the future will be the establishment of standard costs for the various steps in marketing which will help develop a control comparable to the control exercised in production.

"For a period of several years the general commodity price line was flat and horizontal, but during that period, through the improvement of machines and methods, the cost line was falling. Many manufacturers finding that the cost of producing goods had declined, took more than normal profits.

"It is purely speculative, but had industry in general passed these profits along in the form of reduced prices, industry might have expanded the demand or at least offset the very great shrinkage in demand which caused the present surplus in production.

"An interesting tendency of the times is for the manufacturer to rapidly become consumer-conscious—in fact, for him to even look upon his own employees as consumers. One of the important influences in maintaining wages during the past year and a half has been the growing consciousness on the part of manufacturers that high wages mean high purchasing power.

"Formerly the manufacturer was interested in selling the public what he made. Recently he has become much more concerned with making what the public wants to buy. This to a considerable degree has been stimulated by the advertising agent.

"Instead of regarding problems of distribution from the point of view of getting rid of goods, the manufacturer, under the inspiration of advertising is viewing the broad problems of distribution from the standpoint of the consumer first, then the retailer."

Carleton L. Spier of Batten, Barton, Durstine & Osborn, Inc., delivered a good-humored tirade against what he termed super-conservativeness and super-deadliness in advertising copy. He cited and displayed many examples of headlines taken from the text pages of newspapers and magazines to indicate how editors have kept pace with modern thinking and the modern tempo of living. He showed a number of headlines and illustrations taken from current advertising as examples of how advertisements can be made more interesting, more appealing and more loaded with actual (as distinguished from theoretical) selling ability. He also demonstrated with concrete examples the trend in department store advertising, which in many ways seems to have adjusted itself to the new tempo of living, more completely and more effectively than is true of national advertising as a whole.

G. Lynn Sumner of the G. Lynn Sumner Company, Inc., delivered a  
(Continued on page 252)



# Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

## Number Twenty: Seattle

(A.B.C. Trading Radius: 32 Miles—The circle indicates distance only; not exact boundaries of trading area)



The Circle A Products Company, of Newcastle, Indiana, is one of the many companies that are furnishing reproductions of these population studies to their salesmen to give them more accurate pictures of their markets and locations of their prospects. Are you using these data to aid your men in the more intelligent working of their territories?

SEATTLE, strong in purchasing power in comparison with many other cities which approximate it in size, kept pace in municipal growth with the nation as a whole. King County (containing Seattle) showed a slightly more rapid growth, 19.1 per cent.

Of all counties contiguous to King County, Jefferson recorded the biggest gain during the past decade—27.3 per cent. The eight largest cities within the trading area (A. B. C.) gained 13.4 per cent; it is to be noted, however, that only two of these "largest" cities—Everett and Bremerton—are over 5,000 in population. Municipal Seattle, therefore, has little competition from other shopping centers within its A. B. C. radius—it is a highly centralized market.

Market information about the Seattle area may be obtained from: Seattle: *Post-Intelligencer*, *Star*, *Times*; Chamber of Commerce; Everett: *Herald*.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the reference issue was printed only approximate figures were available.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2). Cities are being presented in the order of municipal population, beginning with the largest.



## An Analysis of 1930 Population Figures for Seattle and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Seattle	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income 1929 (000 omitted)	Per Capita Spendable Income
Seattle		315,312	365,583	15.9	King	389,273	463,517	19.1	\$79,611	\$1,036
** Auburn	22.0	3,163	3,906	23.4	See Above					
** Black Diamond		761	774	1.7	"					
** Kent	16.0	2,282	2,320	1.6	"					
** Kirkland		1,354	1,714	26.6	"					
** Renton	12.0	3,301	4,062	23.0	"					
** Bremerton	15.0	8,918	10,170	14.0	Kitsap	33,162	30,776	-7.2	21,601	703
** Port Orchard		1,393	1,145	-21.6	See Above					
** Port Townsend	44.0	2,847	3,979	39.8	Jefferson	6,557	8,346	27.3	4,147	502
*** Everett	33.0	27,644	30,567	10.5	Snohomish	67,690	78,861	16.5	51,401	651
*** Monroe		1,675	1,570	-6.2	See Above					
*** Enumclaw		1,378	2,084	51.2	King					
TOTAL FOR AREA						496,682	581,500	17.7	\$556,760	\$957

\*\* Eight largest cities within trading radius (A. B. C.)

\*\*\* Other cities and/or counties over 1,500 within trading radius (A. B. C.)

"Miles from Seattle" figures are from the Official Guide of the Railways and, in some instances, automobile road maps.

## Number Twenty-one: Indianapolis

(A.B.C. Trading Radius: 45 Miles—The circle indicates distance only; not exact boundaries of trading area)

THE story told by the figures showing population changes in and about Indianapolis is one of movement away from the farming country, with a rather unusual concentration of growth in two counties—Marion (containing municipal Indianapolis) and Monroe (containing Bloomington).

Out of the nineteen counties listed in this analysis, ten showed a loss in population during the past decade. But Indianapolis itself kept pace with the rate of national growth, while Marion County, other than Indianapolis, ran up an increase amounting to 131.8 per cent. Marion County as a unit grew 21.4 per cent.

The eight largest cities within the trading radius (A. B. C.) increased 17.5 per cent. The city of Bloomington registered the biggest increase of any city in the area, with 57.2 per cent.

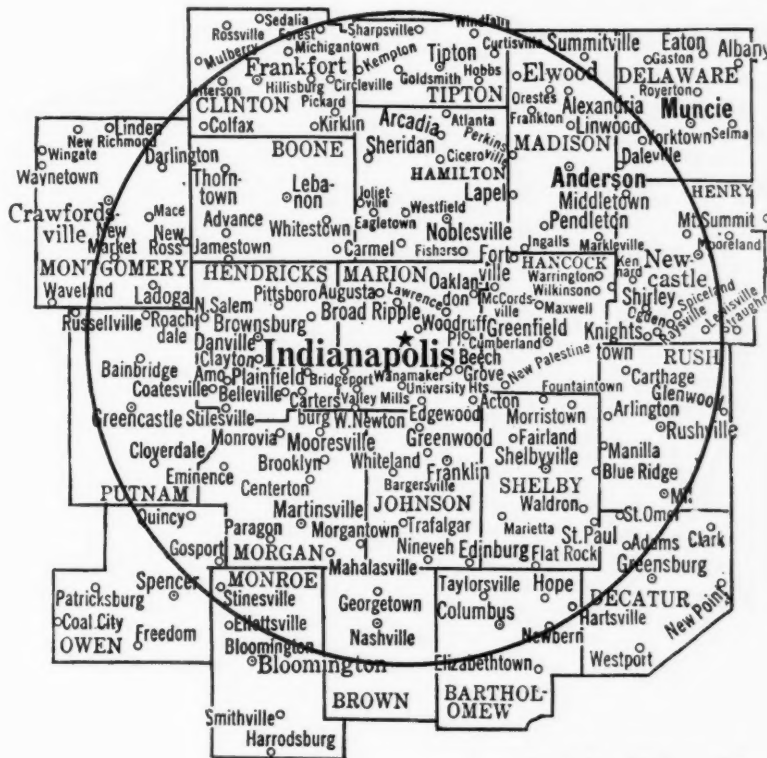
Market information about the Indianapolis area may be obtained from: Indianapolis: *News, Star, Times*; Anderson: *Bulletin, Herald*.

For a list of the dates of publications of previous studies in this series, and the names of the cities they covered, see comments appearing with the Seattle study.

Special attention is called to the fact that these analyses are presented as population studies *only*, with the idea of showing gains and losses,

shifts, the amazing growth of the suburbs, etc. There is no attempt to set up boundaries of a trading area for each market, since, obviously,

such boundaries would necessarily be different for commodity products, for luxury products or for industrial products.



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## An Analysis of 1930 Population Figures for Indianapolis and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Indianapolis	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Indianapolis		314,194	364,161	15.9	Marion	348,061	442,666	21.4	\$386,756	\$873
** Columbus	41.0	8,990	9,935	10.5	Bartholomew	23,887	24,864	4.1	9,568	385
** Frankfort	38.0	11,585	12,196	5.3	Clinton	27,737	27,329	-1.5	13,217	484
** Anderson	36.4	29,767	39,804	33.7	Madison	69,151	82,888	19.9	27,206	528
** Elwood		10,790	10,685	-1.0		See Above				
** Newcastle	44.3	14,458	14,027	-3.0	Henry	34,682	35,238	1.6	13,133	373
** Bloomington	56.0	11,595	18,227	57.2	Monroe	24,519	35,974	46.7	12,336	343
** Crawfordsville	43.8	10,139	10,355	2.1		See Above				
** Shelbyville	17.0	9,701	10,618	9.5	Shelby	25,982	26,552	2.2	12,685	478
*** Lebanon	28.0				Boone	23,575	22,290	-5.5	8,231	369
*** Greensburg	47.0	5,345	5,702	6.7	Brown	5,168	7,019	-26.4	1,198	171
***					Decatur	17,813	17,308	-2.8	6,971	403
***					Hamilton	24,222	23,444	-3.2	9,709	414
***					Hancock	17,210	16,605	-3.5	7,884	475
***					Hendricks	20,291	19,725	-2.8	8,032	407
*** Franklin	20.0	4,909	5,682	15.7	Johnson	20,739	21,706	4.7	9,130	421
***					Morgan	20,010	19,424	-2.9	6,687	344
***					Owen	12,760	11,351	-11.0	3,685	325
***					Putnam	19,880	20,448	2.9	7,489	366
*** Rushville	40.0	5,498	5,709	3.8	Rush	19,241	19,412	0.9	9,426	486
***					Tipton	16,152	15,208	-5.8	7,091	466
TOTAL FOR AREA						771,080	889,451	15.3	\$560,434	\$630

\*\* Eight largest cities within trading radius (A. B. C.)

\*\*\* Other cities and/or counties over 5,000 within the trading radius (A. B. C.)

"Miles from Indianapolis" figures are from the Official Guide of the Railways and, in some instances, automobile road maps.



(Facts-of-the-week selected by the editors as suggestions for use in letters, bulletins and house organs to salesmen.)

MAKERS OF RED INK are not selling every company by any means. Since April 1 there have been 117 companies with stocks listed on New York exchanges to report increased earnings for last year as against 1929.

NEW YORK CITY will employ 10,000 men for twelve years in building new water reservoirs at a cost of \$272,587,000.

GOODYEAR has increased production by 3,500 tires daily.

APRIL REGISTRATIONS in Wayne County, Michigan, (usually considered a national barometer) increased 12.6 per cent in April over March.

THE IRVING FISHER INDEX of business activity shows that March and April as a unit made a net gain on normal of 0.8 per cent.

UNILEVER, LTD., (Lever Bros.) will build a factory in New Jersey to manufacture food products.

CENTRAL R. R. of N. J. reopened its Elizabeth locomotive and repair shops on Monday after a six-weeks' shutdown, thus re-employing 1,200 men.

DU PONT CELLOPHANE COMPANY will spend \$2,000,000 this year in expanding its Buffalo plant. Camel ciga-

rettes, now cellophane-wrapped, are said to be enjoying a sale 25 per cent greater than last year.

APRIL AUTO PRODUCTION increased 19.5 per cent over March. Auburn output to end of April exceeded by 29.5 per cent the production for the entire year 1930. The A. C. Spark Plug Company is now working on a full-time capacity production basis. Budd Wheel Company's April output was 20 per cent greater than March. E. G. Budd Manufacturing Company increased production in April over March by 54 per cent. Hudson-Essex factory sales in April were the largest for any month since last June. April Studebaker sales were the best since last September and were 19 per cent greater than same month last year.

THE NEW ENGLAND COUNCIL reports that industrial plants in the region are recalling employees and that textile mills are increasing operations.

CONTINENTAL MOTORS CORPORATION customers in truck, passenger car, aircraft, marine, agricultural and industrial lines are showing more activity now than at any time in the last fifteen months.

BENDIX AVIATION in the quarter ended March 31 had net sales exceeding by \$1,000,000 the preceding quarter.

QUARTERLY PROFITS of many corporations exceed the first quarter of last year. For example, Standard Brands thirty cents a share against twenty-five cents; Grand Union Tea Company, forty-six vs. forty-two cents; Kendall Company participating preferred \$1.57 vs. eighty-seven cents. Powdrell & Alexander increased its dividend from \$2.00 to \$3.50. The Bohack chain showed increased sales and earnings despite big price reductions.

## Automobile Production Reaches Highest Mark in Last Ten Months

NEW YORK—Automobile production of American manufacturers, 348,909 units, was 21 per cent larger in April than in March and at the highest level in the last ten months, the National Automobile Chamber of Commerce reported this week.

This level, however, was 25 per cent under production for April, 1930. Last year the April increase over March was only 12 per cent.

Production of the Ford Motor Company—the only large manufacturer not a member of the chamber—was 117,891, or slightly more than a third of that of the industry as a whole.

For the first four months of the year the industry's production was approximately 1,046,399 cars and trucks, of which 357,217 were provided by Ford. Although still first in unit volume in the industry by a large margin, Ford's position for these months was relatively weaker than for the same period of 1930, when 605,661 were produced by this company.

## Heads Pilot Radio Sales

LAWRENCE, MASS.—Leon Brin, formerly with the RCA-Victor Company, has been appointed general sales manager of the Pilot Radio & Tube Corporation, with headquarters here.



The Goodyear Tire & Rubber Company, Inc.

*presents*

# EVERY THIRD WHEEL

Produced by  
**Jam Handy**   
Picture Service

**Western Electric**  
SOUND  SYSTEM  
Arrangement Audio-Cinema Inc.

NEW PROCESS NOISELESS RECORDING

## A Sound Dealer-Meeting Program

**W**HEN the Goodyear Tire & Rubber Co. decided to hold its spring dealer meetings exclusively with talking motion pictures, they engaged expert service to help them make the program an impressive and forceful one—just as if the persons who appeared upon the screen were actually there.

Under Goodyear supervision, the entire program was filmed and recorded. It included an address in talkies by the vice-president in charge of sales, and views of the Goodyear factories and the airplane dock at Akron. A complete sound picture playlet dramatized

the possibilities of good retail tire merchandising and management.

The finished picture was shown to Goodyear service station dealers at 165 cities throughout the country. Gathered conveniently together in small groups, the dealers saw and heard every point clearly. Time and expense were cut to a minimum.

Jam Handy Picture Service is equipped with the most up-to-date sound studios and equipment for all kinds of sound pictures, entirely under its own control.

*Every picture we have ever produced has helped accomplish the buyer's purpose.*

## Jam Handy Picture Service

Jamison Handy, President

Slidefilms   
Motion Pictures

**6227 Broadway, Chicago**

**Western Electric**  
SOUND  SYSTEM

NEW YORK, CHANIN BLDG. — DAYTON, REIBOLD BLDG. — CLEVELAND, HANNA BLDG. — DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE UNITED STATES.



*Hugh Ferris' drawing of the Administration Building, now under construction, for the 1933 Chicago World's Fair. A trip to the fair is the major prize for each contestant in the Blackhawk contest.*

## 2,200 Jobber Salesmen Enroll in Blackhawk Long-Pull Contest

**W**HAT is believed to be one of the most unusual sales contests ever undertaken by a manufacturer is being promoted among jobbers' salesmen by the Blackhawk Manufacturing Company, Milwaukee, manufacturers of automobile mechanics' wrenches and hydraulic jacks.

Two features of the contest are unique: First, the contest is of thirty-three months' duration—two and three-quarters years; second, the jobbers pay a registration fee of three dollars—cash—for each salesman who enters the contest.

More than twenty-two hundred jobbers' salesmen out of a total of approximately five thousand who are eligible—nearly 50 per cent—have already enrolled and their registration fees have already been paid.

Results are already being manifested, at a time when the contestants are just setting out on the long, long "Blackhawk Trail." In fact, it is said that the jobber salesmen have gone to work with such a will that three of them will have attained their full 1931 quotas by the end of April, leaving them eight more months of the year in which to win extra volume prizes and mystery prizes.

The contest began January 1, 1931, and will continue until September 30, 1933. The major prize attainable by each contestant is a trip to the Century of Progress Exposition, to be held in Chicago during 1933, and to the Blackhawk factory in Milwaukee, with

BY D. G. BAIRD

expenses paid. As the exposition will not open until June 1, 1933, it will be at least two and one-half years after the beginning of the contest before any winner can enjoy the fruits of his victory. That is a mighty long time to work and wait, of course, hence provision has been made for maintaining interest all along the "Trail".

First, the contest has been divided into three periods, or "legs"; the calendar years of 1931 and 1932 and the first three-quarters of 1933; with quotas and prizes for each period.

By making quota during 1931, a contestant wins a round-trip railroad ticket from his city to Chicago and Milwaukee.

In the same way during 1932, he can win the second major prize, which is a room with bath and his meals for one week at one of the best hotels in Chicago, together with six admission tickets to the fair and coupons for bus fares between the hotel and the exposition grounds.

During the first nine months of 1933 a salesman who has won the first two legs can win a third, which provides all the accommodations outlined under the second leg for another member of his family, or he may choose merchandise of equal value instead.

If three or more salesmen employed by any one jobber qualify for either

the first or the second leg or both, their sales manager automatically qualifies for the same leg or legs. This feature obviously gives the jobbers' sales managers a very personal interest in the contest and encourages them to do all they can toward arousing and maintaining the interest of their salesmen.

At the sales manager's option, some other executive of his company may make the trip in his stead, but if six or more salesmen in one organization qualify, this does not automatically qualify two executives.

Where a sales manager works a regular territory himself, he may enter the contest on the same basis as a salesman.

If a salesman who has already qualified for one or more legs leaves the employ of his jobber, he is nevertheless entitled to his reward. If he has not won a leg, his sales will be credited to the salesman who takes over his territory.

A new salesman can enter the contest at any time.

A salesman who fails to qualify for the first leg can go right ahead on the second, just the same.

No salesman can win more than one leg in one year, but this brings up another feature of the contest.

To "sweeten the pot" and further serve to maintain interest during the long contest, as well as to compensate those who do good work but who, for one reason or another, do not win

(Continued on page 254)



# How much is a DOLLAR'S WORTH?

ONE of the questionable benefits of high finance is that in making us think in terms of thousands and millions of dollars, it frequently makes the individual dollar seem of negligible worth.

That applies to advertising as well as to the stock market. At so many thousands of dollars per page or per half hour of radio time, the unit of your advertising purchase is so large that it is practically impossible to see the individual dollar at work. Yet the *value* of your advertising will depend on what it produces in sales—*per dollar's worth of advertising*.

\$3 per unit  
per month

Many of the largest national advertisers reduce the speculative element in their advertising by using Criterion Service, a primary advertising medium in which the unit cost is only three dollars; in which the investment is measurable at every point and time; in which results may be checked quickly and accurately.

\$3 per unit  
per month

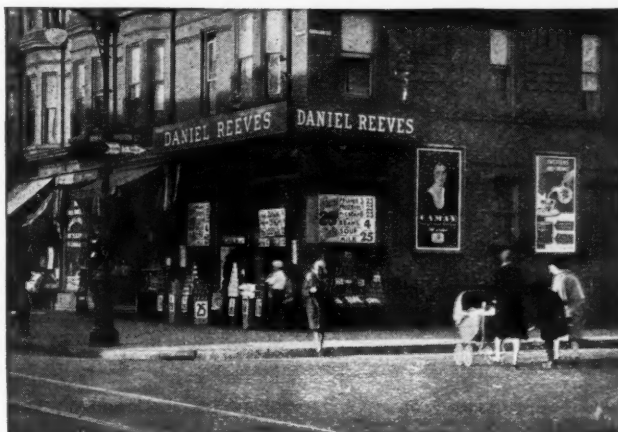
For every Criterion Three-Sheet Poster does a specific job, in a specific neighborhood, for the benefit of a specific dealer or group of dealers handling your specific line of merchandise. Eight feet high, four feet wide, in full color, posted on the outside wall of a dealer's store or close by, it gives you *the last word—the decisive word*—uttered at the psychological time and place. And the experience of advertisers, large and small, has proved that this last word frequently makes the sale.

\$3 per unit  
per month

Three dollars per unit per month (slightly more in a few localities)—but every one of these three dollars gives you a full dollar's worth of advertising—advertising you and your dealer can see and feel and profit by.

\$3 per unit  
per month

Attach the headline of this advertisement to your letterhead, Mr. Advertiser. Mail it to us and let us tell you how you can get a whole dollar's worth of advertising for every advertising dollar you spend.



## CRITERION SERVICE

*Nation-wide Three-Sheet Posting in Home Shopping Neighborhoods*

420 Lexington Avenue  
NEW YORK

CHICAGO

PHILADELPHIA

ST. LOUIS

CLEVELAND

BOSTON

SAN FRANCISCO

TORONTO

## Mission Dry Multiplies Its Sales with Orange Juice Dispenser

CHICAGO—Mission Dry Company has gambled an entire year's sales of citrus fruit juice on the success of a new duplex dispenser—and won.

Sales plans and appropriations for Mission juices for this year were staked on the dispenser, Hugh L. Kitchen, general sales manager, explained to this magazine. Although the company believed in the device, Mr. Kitchen added, "there was a grave question as to the advisability of trying to place it in the present market. 'More than an ordinary dispenser, the Duplex was a complex piece of machinery. It had to be sold on a basis that would carry at least a portion of its cost. Would distributors and dealers be willing to make the necessary investment?'"

The company has found that they would. "In the last four months some 2,500 of them have been sold at a cost exceeding \$100 each," Mr. Kitchen pointed out. "This number undoubtedly would have been doubled if production facilities had been able to keep pace with demand. At the present rate of growth Mission juice sales will probably be 200 per cent greater in 1931 than in any previous year.

"Twenty-five hundred dispensers already placed does not seem impressive when the whole country is considered; but the number of beverages sold through these machines per day is often fifteen or twenty times as much as before."

In addition to independent merchants a number of national chain store organizations—among them Woolworth, Metropolitan Stores, Grand-Silver Stores—are making the dispenser "standard equipment." A representative in Ohio recently wired Mr. Kitchen: "Duplex installed in Cook & Anderson restaurant has actually sold 900 drinks a day from first to fifteenth. On strength of this they have ordered four more Duplexes." This was in April—with summer business still ahead.

A dispenser has been mounted on a special rack on the rear of the car of each of the company's sixty-five salesmen, so that it can be demonstrated before the prospect's door. The men work in cooperation with wholesalers' representatives.

Advertising effort until now has been confined to color pages and spreads in a list of fountain papers. Present plans, however, call for the widening of the program to include drug, chain



*The new sales-jumping dispenser*

store, restaurant and allied publications. An extensive newspaper campaign will be inaugurated as soon as fairly national distribution has been achieved.

The Duplex, forty-two and one-half inches high, is finished in orange and black, with trimmings of stainless steel. Animated lights give the effect of juice flowing out of halved oranges and grapefruit. Separate compartments hold a gallon of each—making ten gallons of finished beverage with each filling. There is also a compartment large enough to hold a forty-eight-hour supply of ice.

Ice and beverage are mixed automatically and dispensed with a turn of a faucet. A method of temperature control, regardless of intake-water or room temperature, keeps the flow of finished drinks always colder than forty-two degrees. Water comes direct from the city source.

When desired the dispenser can be made into a "complete fountain." The company will supply a soda draught arm, coils and extra heavy syrup containers. Nine different models are now being made at the factory at Los Angeles, Mr. Kitchen said.

The company also makes carbonated fruit juices.

## Executives Plan Tour of Russia in Effort to Develop Trade

NEW YORK—In an endeavor to foster American trade relations with the Soviet, which have become somewhat strained in the last year owing to alleged "dumping" of Russian products in this country, the American-Russian Chamber of Commerce here has arranged two extensive tours of Soviet Russia for American business men—both to be managed by the American Express Company.

The first tour will leave Berlin for Moscow June 15, returning there a month later. The second will start August 1, returning September 1. The itinerary of both is identical. They will cover the principal cities, industrial and agricultural centers of European Russia and about eight days will be spent in Moscow, where conferences will be arranged with leaders in Soviet industry and trade.

Visits will be made to Leningrad, Nizhni-Novgorod, by steamer on the Volga from Nizhni-Novgorod to Stalingrad with stops at Kazan, Samara and Saratov. At Stalingrad the visitors will inspect the new tractor plant built by American engineers and using American equipment. A two-day stop has been arranged at state and collective farms and one day will be passed at Rostov-on-the-Don for inspection of agricultural machinery work.

Headquarters of the chamber are at 261 Fifth Avenue, New York.

## International Nickel Makes Sinks of Monel Metal

NEW YORK—Into the oblivion of the old family tooth brush goes the old kitchen sink.

International Nickel Company has started to make sinks of monel metal. The company has a capacity to produce 100,000 annually and, at this rate, will use 8,000,000 to 9,000,000 pounds of metal.

Monel metal will later be adapted to various other household uses, Dr. John F. Thompson, vice-president, explained. International Nickel has expanded from a purely mining company and will engage in manufacture and distribution.

The sinks will be fabricated by Mullins Manufacturing Company, but will be distributed and the metal rolled by International Nickel.



# EVERY DEPARTMENT CAN CUT COSTS

## ... speed business ... by using Long Distance



TELEPHONING between cities is so quick, easy and inexpensive that there is practically no limit to the number or scope of things it accomplishes effectively.

The production manager of a factory equipment company keeps in constant touch with its construction crews which are at work in industrial plants throughout the country. A large automobile corporation makes hundreds of calls each month, divided as follows: sales department, 34%; production department, 46%; service department, 13%; other purposes, 7%.

The engineering department of a large corporation needed ten draftsmen immediately. The employment manager called a city in another state and concluded all arrangements in a few minutes. The men reported

for work the next day. The credit manager of a lumber firm finds inter-city service a direct solution to his credit problem. Telephone calls invariably get attention on overdue accounts. The traffic manager of a chain store organization uses the telephone extensively in tracing freight shipments.

In sales and purchasing . . . in administrative matters . . . in getting information or giving it . . . in adjusting misunderstandings . . . in maintaining important contacts . . . the telephone is an invaluable aid to every department of a business. Rates are low: Baltimore to New York, 90c. Atlanta to Memphis, \$1.65. Detroit to Chicago, \$1.15. Evening and night rates are still lower. To reach another city . . . *reach for your telephone.*



## Edward Stettinius, 30, Becomes Vice-President of General Motors

NEW YORK—Edward R. Stettinius, assistant to Alfred P. Sloan, Jr., president of General Motors Corporation in charge of industrial relations, has been elected a vice-president. He will continue to have supervision of this phase of the work.

Mr. Stettinius, thirty years old, is the son of the late Edward R. Stettinius at one time Assistant Secretary of War and a member of J. P. Morgan & Company.

Mr. Stettinius' position has corresponded with that of Carl W. Ackerman in "external" relations. Mr. Ackerman resigned recently to become head of the School of Journalism at Columbia University. His successor will be announced next week.



R. M. Rowland

## Urges World Foundation to Check Depression

ANN HARBOR, MICH.—Formation of an international foundation for economic research to determine the causes of business depressions, supported by funds provided by industry, was urged by Ralph Starr Butler, vice-president of General Foods Corporation, New York, at a meeting of alumni of the School of Business Administration, University of Michigan, here, May 9. "There is too general an acceptance of the seeming inevitability of recurring periods of great prosperity and of intense depression," Mr. Butler believed. "I propose that the business world establish machinery to effect a study of these causes"—the work to be financed and carried on not by governments but by economic institutions.

NEW YORK—Arthur C. Unger, western, Ralph H. Whitmore, Pacific Coast, and John K. Evans, eastern division managers of General Food Sales Company, have been elected vice-presidents.

## Export Sales Expert

NEW YORK—Ernst B. Filsinger, for several years vice-president in charge of sales for the Royal Baking Powder Company, and previously export sales manager for Pacific Mills and for Lawrence & Company, has established Ernst B. Filsinger & Company, foreign sales and merchandising counselor, with offices in the General Motors Building here.

## New Mc & R Line

NEW YORK—McKesson & Robbins Company will introduce soon a new line of popular-priced cosmetics to be known as Fair-est, which will be advertised in national publications under the supervision of W. I. Tracy, Inc., advertising agency, beginning in July.

## DeSoto Motor Corporation Promotes 3 Executives

DETROIT—R. M. Rowland has been appointed assistant sales manager, John J. Palmer, assistant to the president, and Ray C. Blackwell, director of advertising, of the DeSoto Motor Corporation, a division of the Chrysler Corporation, Byron C. Foy, president, announced this week.

Mr. Rowland has been with Chrysler for several years—previously as sales promotion manager and more recently as director of advertising of the Chrysler Sales Corporation. Mr. Palmer has been assistant general sales manager of DeSoto and Mr. Blackwell a member of the Detroit advertising firm of MacManus, Inc.

## Bans Below-cost Prices

WASHINGTON—The Federal Trade Commission has ordered Noma Electric Corporation, New York, manufacturer of decorative electrical goods, to "refrain from selling extension or non-extension Christmas tree lighting outfits equipped with Mazda or any kind of lamps at prices which are less than the cost to the company manufacturing such outfits, when this is done with the intent to suppress competition."

## Auburn Adds 231 Dealers

AUBURN, IND.—Two hundred and thirty-one new dealers and distributors were added in April, 604 since the beginning of the year, the Auburn Automobile Company announced here this week. This was an increase of 263 per cent in new dealers over the same four-month period of 1930.

WASHINGTON—The Federal Trade Commission has dismissed a complaint charging Kotex Company, Chicago, with misuse of the word "cellucotton."

## Reynolds Tobacco Elects B. Gray Chairman, Williams President

WINSTON - SALEM—Bowman Gray, president of the R. J. Reynolds Tobacco Company for more than ten years, has been elected chairman of the board to succeed W. N. Reynolds, who has become chairman of the executive committee. S. Clay Williams, vice-president in charge of the legal department, is now president.

C. W. Harris, manager of the sales department, and P. E. Lasater, manager of the manufacturing department, were elected vice-presidents.

WINSTON-SALEM—Full-page space in the larger newspapers of the country will be used by R. J. Reynolds Tobacco Company, next Tuesday, May 12, to announce the winners in the \$25,000 Camels-in-Cellophane contest. Seventy-inch space will be used in other newspapers.

## Sylvania Expands Plant

NEW YORK—Sylvania Industrial Corporation, manufacturer of Sylphrap, "the only successful competitor of Cellophane," has started construction of a \$1,000,000 addition to its plant at Fredericksburg, Virginia.

## G. E. Shipments Soar

CLEVELAND—Fourteen hundred carloads—forty train loads—of refrigerators were shipped last month by the refrigeration department of the General Electric Company. The month, the largest in sales volume in the department's history, also marked the manufacture of its millionth refrigerator.

## As Soon Sell Grandchild as the Los Angeles Times

LOS ANGELES—"There is absolutely nothing in the rumor" that the Los Angeles Times will be sold to the Ridder brothers, publishers of the New York *Journal of Commerce* and other newspapers, or to any one else, Harry Chandler, publisher of the Times, told SALES MANAGEMENT this week.

"No offer to dispose of the Times," Mr. Chandler added, "would receive more consideration that would an offer to dispose of one of my children or grandchildren."

Mr. Chandler, also president of American Newspaper Publishers' Association, said that a management contract similar to that recently effected by the Ridders with the San Francisco *Chronicle*, was not under consideration.



# Liberty Buys 3 New Authors

The editorial road which Liberty will follow may be judged by their names:

*Lady Conan Doyle*

*Major General J. E. Fechet*

*(Chief of Army Air Corps)*

*Grand Duchess Marie*

*(Who will write her sequel to the best selling "Education of a Princess")*

Early issues of Liberty will also contain material from the following authors, closely associated with Liberty's past editorial success:

*J. P. McEvoy*

*Robert Benchley*

*Michael Arlen*

*Rex Beach*

*Elsie Janis*

*Beatrice Grimshaw*

*Adela Rogers St. Johns*

*George Allan England*

Human, newsy, briefly presented stories and articles written by capable authors and illustrated by popular artists will continue to make Liberty the most asked-for magazine ever published.

---



*Kerwin H. Fulton, who is resigning as president of General Outdoor Advertising Company to become head of Outdoor Advertising, Inc., national sales organization for interests in that industry, formation of which was announced in the May 2 issue of Sales Management.*

### Launch Process to Color and Protect Aluminum

INDIANAPOLIS—Alumilite, a "protective and coloring process for aluminum and its alloys," has been developed by Aluminum Colors, Inc., here, and is being marketed through metal finishers throughout the country who are now equipped to do jobbing work and licensed to manufacturers to do Alumilite installations in their own plants.

Among the products on which it is now being used, John D. Gould, secretary-treasurer, told this magazine, are aircraft engine parts, outboard motors, architectural work, builders' hardware, toilet goods, tools, toys, flashlights, name plates, cameras, bookends, electrical fittings and bottle caps. The coating comes in a variety of colors, two or more of which may be applied to a surface. One treatment has a surface hardness which is said to be equivalent to that of mild steel; another is said to be greater than that of chromium. Alumilite coatings, Mr. Gould continued, have a melting point in excess of that of the best aluminum.

PORTLAND, OREGON—Iron Fireman Manufacturing Company is inaugurating a series of sales conventions for its 1,000 dealers, to be held in Denver, Minneapolis, Cleveland, New York and Nashville. Among participants will be T. H. Banfield, president, and C. T. Burg, general sales manager of the company, and J. R. Gerber, head of Gerber & Crossley, Inc., its advertising agency.

### Gaisman Gets Two More Gillette Promotions; Lambert President

BOSTON—Henry J. Gaisman, founder of the AutoStrop Safety Razor Company, has been elected chairman of the board of the executive committee of the Gillette Safety Razor Company, at a meeting here May 1. He succeeds J. E. Aldred of the banking house of Aldred & Company.

Gerard B. Lambert, a director and former president of Lambert Pharmaceutical Company, succeeds King C. Gillette, president of the company since its organization thirty years ago.

Control of the combined Gillette and AutoStrop companies in the event of a merger was predicted by SALES MANAGEMENT in an article September 20, 1930. Mr. Gaisman's election as executive head of the new Gillette company was announced in the April 25 issue of this magazine.

Frank J. Fahey, executive head of the Gillette company since the semi-retirement of Mr. Gillette fourteen years ago, has retired from the company.

### Urges Two Shifts in Stores

NEW YORK—"Keep the stores open longer and employ two shifts of labor," is the solution offered by Godfrey M. Lebar, editor of *Chain Store Age*, to ease unemployment and increase volume of sales in chain store organizations. "The overhead in the store continues twenty-four hours a day even though the 'plant' operates only eight or ten," he explained.

### Testimonials, When Paid, Must Be Identified

"If a monetary or other consideration has been given for the privilege of publishing the portrait, or for an expression of opinion or for giving a testimonial, the respondent shall cause to be printed along with such a portrait or testimonial, and in an equally conspicuous manner, the fact that such consideration has been paid or agreed to be paid," the Federal Trade Commission has just ruled in a stipulation on a manufacturer of hosiery.

The manufacturer was forbidden from publishing in his newspaper and magazine advertising portraits of actresses and the statements that they endorsed the company's products, "unless such statements represent and are the genuine and authorized opinion of the actresses."

## Gossip

... At the recent meeting at Washington of the American Association of Advertising Agencies, M. L. WILSON, Blackman Company, New York, was elected vice-president to succeed W. C. D'ARCY; and H. K. KYNETT, of the Aitken-Kynett Company, Philadelphia, secretary, to succeed HENRY B. HUMPHREY. C. D. NEWELL of Newell-Emmett Company, New York, continues as chairman; JOHN BENSON as president, F. R. GAMBLE, executive secretary, and E. DEWITT HILL of McCann-Erickson, Inc., treasurer. Mr. D'Arcy and STEWART L. MIMS of the J. Walter Thompson Company were elected members of the executive committee.

... WILLIAM J. REILLY, formerly of the research staff of Procter & Gamble Company and more recently director of research of the Erickson Company (now McCann-Erickson, Inc.), has established the William J. Reilly Company, with offices at 230 Park Avenue, to "work with a limited number of organizations for the purpose of making their marketing operations more profitable." CEDRIC T. WILLIAMS will continue to be associated with Dr. Reilly in the new company.

... The Northwestern Advertising Agency, with offices in the Eitel Building, Seattle, has been formed by E. A. PUNTER, formerly with the Carl W. Art Advertising Agency of that city, and H. A. MCMURRAY, a former Vancouver, B. C., newspaper man.

... DEAN CLARK has become associated, as consulting engineer, with Van Schmus, McDermid & Crawford, sales counselors, New York.

... HOWARD L. MURRAY, formerly advertising manager of the Owens-Illinois Glass Company, has joined the Sun Advertising Company of Toledo as an account executive, specializing on the proprietary, food, pharmaceutical and cosmetic fields in the new business department of the company.

... HARRY P. COX is now an account executive with the Mayers Company, Los Angeles agency. He had been with the Pacific Railway Advertising Company.

... Hurja, Chase & Hooker, Inc., Chicago agency, is now in the Garland Building, 58 East Washington Street.

... The Godfrey Wetterlow Company, New York, specialists in radio broadcasting and broadcast merchandising, has opened a new Boston office at 30 Huntington Avenue. KENNETH S. BALLOU, formerly advertising manager of the Walter M. Lowney Company, will have charge of merchandising work there.

... EBEN J. MACKENZIE, one of the founders of MacKenzie, Goldbach & Berdan, Inc., Toledo agency, has disposed of his interests in the company and retired. He will take a short vacation and later announce his future plans.

# IT REGISTERS...

"No mistake, Gifford, the Standard Advertising Register is good. I've been looking through Vol. 16 which has just arrived and it gets better and better each year. I notice they have increased the personnel listing, have made it snappier in appearance, and have again included a geographical index. You remember how handy it was to let a salesman take the Index and we could still keep the Register itself in the office. The method of grouping all the advertisers in a given line is so handy. The product grouping is an outstanding excellence. The amount of information about each advertiser is so complete. Finally the Register is always on time, we can always get any special report we want, the Supplements and the Weekly Reports come out regularly and are excellent. The Agency List lists over 1800 Agencies and nearly

1200 of them are listed with their accounts. Let the office force know the new volume is now in the library."

It is because of the painstaking care with which we do our listing, weeding out dead accounts and keeping our subscribers posted, that we command their respect and loyalty.

The Standard Advertising Register, now in its 16th year, is compiled with care and a large force is constantly keeping it up to date. It established the record of making an average of over 340 changes per month during the life of Vol. 15 and as its facilities constantly expand it will do even better with Vol. 16.

The Service Consists of - The Register - Monthly Supplements - Weekly Reports - Agency Lists and Geographical Index. All revised and kept in a state of efficiency for our subscribers. No Publisher, Agency, Printer, Lithographer or in fact anyone interested in National Advertisers can afford to be without this service.



The Service Consists of - The Register - Monthly Supplements - Weekly Reports - Agency Lists and Geographical Index. All revised and kept in a state of efficiency for our subscribers.

No Publisher, Agency, Printer, Lithographer or in fact anyone interested in National Advertisers can afford to be without this service.

## Quit Guessing — Get the Register

### NATIONAL REGISTER PUBLISHING COMPANY

853 Broadway, New York  
7 Water Street, Boston

140 So. Dearborn Street, Chicago  
929 Russ Building, San Francisco



## Account Changes

AMERICAN AIRPLANE & ENGINE CORPORATION, Farmingdale, New York, (manufacturing subsidiary of the Aviation Corporation and successor to Fairchild Airplane Manufacturing Corporation and Fairchild Engine Corporation), Pilgrim plane and the Ranger aviation engine, to Porter Corporation, New York and Boston.

PRESSED STEEL PRODUCTS CORPORATION, Bridgeton, New Jersey, to the Arthur Hirschon Company, Inc., New York. Magazines and newspapers featuring new low-priced, all-metal motor boat.

VENDEX, INC., New York, Vendex name-stamping pencil vending machines, to Green-Brodie Company there. Preliminary test in magazines and farm papers.

UNITED INVESTMENT SHARES, Milwaukee, investment securities, to Klau-Van Pietersom-Dunlap Associates, Inc., there. Newspapers and direct mail.

WORKINGMEN'S LOAN ASSOCIATION, Boston, personal finance, to Charles Austin Bates, Inc., New York and Boston.

WATERS-GENTER COMPANY, Minneapolis, Toastmaster domestic toaster, Wafflemaster domestic waffle baker, Commercial Toastmaster and Waffle Baker and Thermotainer System of preserving and storing cooked foods, to Dunham, Younggreen, Lesan Company, Chicago. Magazines, trade papers and direct mail.

COURT TOBACCO COMPANY, New York and Winston-Salem, North Carolina, Court cigarettes, to Lyman Irish & Company, Inc., New York. Magazines and newspapers.

H. C. COLE MILLING COMPANY, Chester, Illinois, Omega and White Ring flour, to D'Arcy Advertising Company, St. Louis.

EXECUTAB CORPORATION, North Tonawanda, New York, filing equipment, to Addison Vars, Inc., Buffalo.

CREST ENGRAVING COMPANY, Chicago, to Gale & Pietsch, Inc., there. Magazines.

IDEAL ELECTRIC & MANUFACTURING COMPANY, Mansfield, Ohio, electrical motors and equipment; and HINDE & DAUCH PAPER COMPANY, Sandusky, Ohio, corrugated fibre shipping boxes, to the Jay H. Maish Company, Marion, Ohio. General and trade publications and direct mail for the latter.

S. CHENEY & SON, Manlius, New York, Orneo Garden ornaments and the new Orneo Illuminated Aquarium, to G. F. Barthe & Company, Inc., Syracuse. Newspapers and direct mail.

C. A. BARDEN, Oberlin, Ohio, inventor of new scorecard and pencil attachment for golf putters, to Campbell-Sanford Advertising Company, Toledo. Sporting goods dealer and golf magazines.

SANITEX MANUFACTURING COMPANY, Los Angeles, sanitary garments for women, to the Mayers Company there.

## Forstner Heads Lupton's; Grubbs Vice-President

PHILADELPHIA—Edward L. Forstner, for fourteen years with David Lupton's Sons Company, manufacturer of steel specialties, has been elected president to succeed David D. Lupton, now chairman of the board. Mr. Forstner has been vice-president for six years. H. C. Grubbs, recently vice-president in charge of sales of RCA-Victor, Inc., is now executive vice-president.

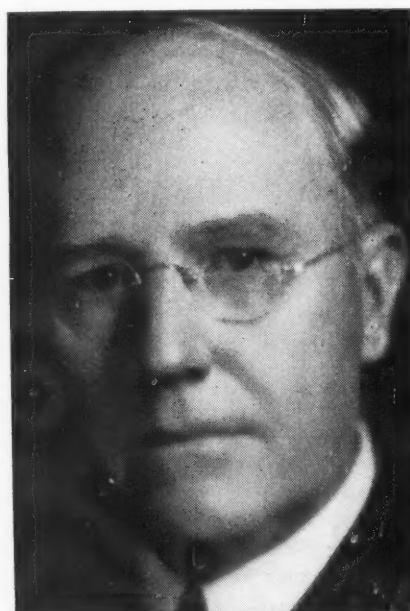
Mr. Grubbs has held important sales positions with various companies. He was vice-president and director of sales of the Dalton Adding Machine Company until it became part of Remington-Rand, Inc., in 1926, and resigned his position as sales manager of the latter company to become commercial vice-president of the Victor Talking Machine Company.

## U. S. Chamber Elects Strawn President

ATLANTIC CITY—Silas Hardy Strawn, chairman of the board of Montgomery Ward & Company, Chicago, was elected president of the Chamber of Commerce of the United States here last week, to succeed William Butterworth of Deere & Company.

Julius H. Barnes of Duluth and New York was re-elected chairman of the chamber's board for a third term.

Mr. Strawn is a member of the Chicago legal firm of Winston, Strawn & Shaw. In addition to Montgomery Ward, he is a director of the First National Bank of Chicago, the Wahl Company and the Electric Household Appliance Company.



Silas H. Strawn

## Media

The Tenth Annual Building Forecast issued by *Architectural Forum* in January, consisting of estimates of building activity for 1937, revealed a remarkable advance in public building programs. Customers of the Forecast expressed so much curiosity about how, where and when \$800,000,000 were going to be spent on public building that the *Architectural Forum* has again distinguished itself by making and presenting an elaborate survey of this market. It is called Public Building Projects, Part II, Tenth Annual Building Forecast.

\* \* \*

We elect the *Janesville Gazette* as the pace-setter for this scared lil' old world. If all business had the optimism and enterprise that this fine small-city newspaper is blessed with, the whimpers would pretty soon be turned into whoops. For one thing, they own their own broadcasting station, WCLO. Now they achieve national leadership by putting at the disposal of their advertisers the choice of red, brown, green or blue color.

\* \* \*

*Broadcast Advertising* has compiled a directory of 1,182 advertising agencies; of this number 443 are reported as placing radio accounts at this time; 127 have placed broadcast advertising but were not identified as doing so as of April 20, 1937.

\* \* \*

*Tires*, the trade paper of the tire industry, announces that beginning with the June issue the size will be changed to that of the *National Geographic*. *Tires* is passing on to advertisers the savings thus made in production costs, by lowering its page rate per thousand, while at the same time announcing a circulation increase from 12,000 to 20,000.

\* \* \*

"ABF (Actual Bona Fide Readers) of *Life* Has Punching Power of ABC (Audit Bureau of Circulations) and Ten Times More." The promotion folder in which *Life* states its circulation case so stridently is an entertaining piece of work in which ABF and ABC are represented as pugilistic opponents. If you like a fight, fun and information, here it is.

\* \* \*

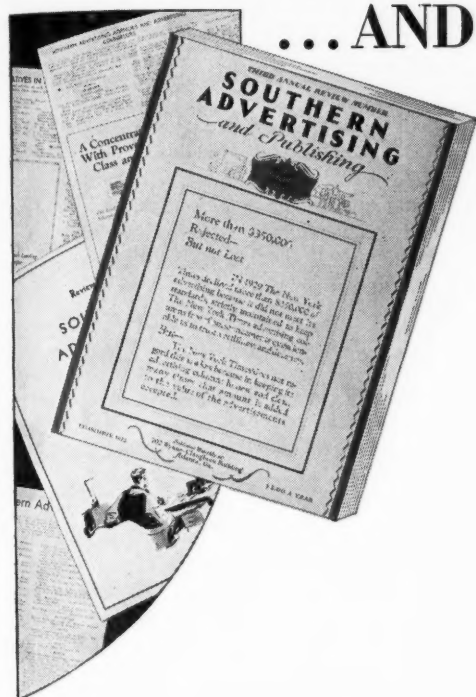
*Good Furniture and Decoration* has chosen W. Shaw-Thomson as its new editor because he is a connoisseur of fine furniture, lecturer at Columbia University and class director, educational committee of New York Advertising Club.

\* \* \*

*Golden Book* is using the car card as a means of reaching the likeliest prospects in its class. It is being merchandised to the commuters from the wealthy suburbs of New York, Chicago, Philadelphia and Pittsburgh. The appeal: "Preference for the *Golden Book* is evidence of good taste."

\* \* \*

To the best of their knowledge and ours, the *New York Sun* is the first newspaper to dedicate a section to television. Two pages each Saturday will be devoted to its progress and portents.



## ...AND THE CONGRATULATIONS ARE STILL COMING IN!

Weeks after the issuance of the Annual Review Number of Southern Advertising and Publishing—and scarcely a mail but what brings an enthusiastic expression from some Southern agency man, publisher or sales executive.

The response evoked by this issue, summarizing the past year's advertising activity in the South, may well be taken as a barometer of the consistent reader interest in "Southern Advertising." Month in and month out it is read by more sales and advertising executives in the South than any other publication—and it is read far more intently.

Would you like to reach this particular "audience" in the South? Here is the one medium for you to use!

### Commenting on the Third Annual Review Number, Southern Advertising Men Say:

"You do a most thorough and informative job with these annual reviews—which isn't at all to depreciate your regular issues which I think all will agree are a distinct credit to the southern publishing industry and to southern business."

\* \* \*

"May I offer congratulations on your Annual Review Number. It's a knockout! You fellows are doing what many publications find it hard to do—you are improving your standards from month to month."

\* \* \*

"You have done it again . . . and better! Especially do I like the handling of the Advertising Review Pages and the Art Review, but why mention any part when the whole job is so well done . . . and your list of advertisers is a credit to your publication and the work you are doing for Advertising in the South."

\* \* \*

"This issue each year is coming to be more and more a reference work on Southern advertising, and you are to be complimented on the improvement it has shown in editorial content as well as layout arrangement. The job of reporting and picturing Southern Advertising progress is in good hands."

\* \* \*

**SOUTHERN ADVERTISING and Publishing**  
MORTGAGE GUARANTEE BUILDING . . . ATLANTA, GEORGIA



# Government in Business

BY JAMES TRUE

*Director, Washington Bureau*

WASHINGTON, May 6.—Discussions of the U. S. Chamber's annual meeting last week emphasizes that it was the most important ever held by the organization, and that it was valuable because of the serious discussions of vital problems. Watchful commentators are hoping that the fear of Government regulation expressed will impel industry to adopt practicable plans for rehabilitation before the next session of Congress.

**Leadership is Overrated** in the opinion of Senator James Couzens, who during a recent interview said that example was of far more importance. "There is a lot of misunderstanding about leadership," he told the writer. "What we need more than leadership is example, and the will to adopt those methods which are proved economically sound by experience. We must have practical rather than theoretical measures, and I think that prompt action is required on the part of industry if our manufacturers are to avoid regulation.

"Action will speak more plainly and convincingly than resolutions and the promises of leaders. The public wants results, and it seems difficult for business executives to understand that when or if regulation comes it will be the result of the public demand. Congress merely expresses the will of the people, and the will of the people will be expressed if industry does not solve its economic problems."

**Radio Lotteries** and schemes of chance will not be prohibited by the Federal Radio Commission, regardless of the petition of the A. N. P. A. The commission takes the position that such a regulation cannot be promulgated under the Radio Act, and in its statement of the case emphasizes that the question of prohibiting lottery advertisements by radio is a matter of legislation by Congress. There is little doubt that regulatory legislation over radio programs will be passed by the next Congress. In the meantime, it is probable that the Radio Commission will exercise its right to refuse the renewal of licenses of stations which have broadcast lotteries and schemes of chance. There is little doubt that while the commission cannot prohibit, it can refuse to renew licenses on the ground of past performance, and in the public interest. This is based on the decision of the Court of Appeals in the case of Station KFKB against the Radio Commission, in which the court said:

"In considering the question whether the public interest, convenience or necessity will be served by renewal of applicant's license, the commission has merely exercised its undoubted right to take note of appellant's past conduct, which is not censorship."

**Discovery of the Tariff** by the U. S. Chamber appears to be the most significant result of the first two days of the Sixth General Congress of the International Chamber of Commerce, held in Washington this week. For the first time, the word "tariff" has been spoken out loud at a chamber meeting and openly discussed. Also for the first time, the chamber is serving four o'clock tea.

**Local Business Improvement** is indicated by the breaking of all records for automobile sales in the District of Columbia last month. Local dealers made 2,987 deliveries during April, exceeding the 1929 record by more than 400 cars. The highest previous number was 2,581 cars sold in March, 1929.

**Merchandising Trends and Practices** in Alabama are to be studied by the Bureau of Foreign and Domestic Commerce. Four towns have been selected, and the survey will be undertaken with the cooperation of the University of Alabama, Kiwanis clubs and chambers of commerce. It will be the first extensive detailed account by stores of the relationship between various methods of management and selling to the net profit secured, and the comparison will run over hundreds of stores. It is significant that this survey is the result of a special request made by Representative William B. Oliver.

**City Surveys** now have their authoritative outline. Not only city officials and chambers of commerce, but those who are interested in establishing industries, locating plants and finding professional opportunities will be interested in "Suggestions for Outline of a City Survey," by A. L. Bush, recently published by the Bureau of Foreign and Domestic Commerce. This report offers a complete and remarkably practicable plan for making a survey of any city regardless of size.

**Selling Spices and Beverages** through retail grocery stores are two of the series of commodity studies from the Louisville Grocery Survey about to be published by the Department of Commerce. These reports, like the many that have gone before, offer many valuable facts and suggestions to manufacturers in various lines, and they are to be had for the asking.

**Bankers and Manufacturers** are getting together at Erie, Pennsylvania, on May 18, to discuss business practices that will improve merchandising and distribution. This is one of a few early meetings between lenders and borrowers that may lead to a national movement for better understanding between two major factors of distribution. The meeting is held with the cooperation of the Department of Commerce, which will send several representatives to demonstrate just what the department has that will help.

**Of Highest Scientific Importance**, the production of liquid helium recently by the Bureau of Standards is said to offer an avenue for the solution of many problems of modern physics. The success of the experiment is the result of many months of effort of the bureau's scientists. They announce that helium is the most difficult of all gases to liquefy, the boiling point of the liquid being minus 452 degrees Fahrenheit, or only 7.4 degrees above absolute zero. This extremely low temperature is approximately 142 degrees below the temperature of liquefied air.

**Cost Problems of Candy Manufacturers** have undergone a comprehensive survey by the Bureau of Foreign and Domestic Commerce and a report embodying the results will be made public within a few months.



# An advertising INVESTMENT

*that offers 1931 value for  
today's advertising dollars*

Indianapolis . . . and the Indianapolis Radius . . . have long been outstanding as a market where *one* moderate advertising investment does an adequate and profitable selling job. Uncommonly favorable conditions permit each advertising dollar to operate with maximum resultfulness. Such a market is *always* inviting . . . but never more so than today, when markets and media are being measured by new standards of value.

For the past two months, Indianapolis has been indicated by the United Business Service as a "best city," where immediate sales opportunities are greatest. Here, one newspaper, The News . . . *first* in advertising for 36 consecutive years . . . can do an economical and profitable selling job . . . *ALONE.*



Member of the 100,000 Group of American Cities

THE  
**INDIANAPOLIS NEWS**  
**1<sup>st</sup> in Indianapolis for 36 consecutive years**

New York: DAN A. CARROLL, 110 East 42nd St. DON U. BRIDGE, Advertising Director Chicago: J. E. LUTZ, Lake Michigan Bldg.

# Editorials

**STARTING FORWARD AGAIN:** To many seasoned observers of business conditions it was evident that bottom had been reached early this spring. This conclusion was based upon the actual situation. It took account of underlying factors rather than of superficial signs. At some points it was obvious that the downward trend was not spent. The building trades had not yet found a solid foundation for recovery. The future of the automobile industry was still obscure. The oil and non-ferrous markets were uncertain, and the commodity price average, no longer supported by high wages, seemed to be bound for the plane upon which most of this country's industrial development has gone forward. . . . The most unfavorable element was the attitude of discouragement evoked by current earning statements disclosing the wreckage caused by the processes of readjustment which have been going on in the last two years. But this is a familiar phenomenon of all periods of reconstruction. It is the natural reaction to contemplation of disaster regardless of the date of its origin. For that reason it does not sway the judgment of those who look for symptoms of a change in fundamentals. They watch for causes rather than for effects. They see sound reason for hope in slow revival of demand for goods at the low prices now prevalent, in the determination of leaders of industry to adapt their affairs to the new conditions, in unmistakable evidence that the forces of destruction are no longer active, and in the fact that business as a whole has survived the storm without serious derangement of its structure. The climb upward will not be fast. That it has begun there is no reason to doubt.

**FINDING BUYING POWER:** "Advertising of a candid sort might produce almost startling results in restoring confidence of consumers," said a well-known banker the other day. He was referring to latent buying power rather than to that disordered state of mind to which many easy optimists ascribe most of our present troubles. Admitting, as any reasonable observer must, that reduction of dividends, wages and employment has seriously impaired the public's ability to satisfy its desires, he dwelt rather on the growing savings of the people as evidence that means are less lacking than belief that the time has come when supplies can be laid in to advantage. . . . For this point of view a good deal can be said. Although relatively few industries have prospered in the last year and a half, the actual number of those which have been able to keep alive a steady demand for their goods is surprisingly large. Among these exceptions food manufacturers and distributors have naturally been con-

spicuous. It is noticeable, however, that profitable business has by no means been confined to necessities. Drug and proprietary article concerns have also found plenty of customers with money to spend, and it cannot be said that the trade in cigarettes has languished. In practically all of these cases there has been no abatement of advertising but rather more of it than ever. While other industries have taken for granted that most consumers were out of funds, a minority have pushed forward, believing, in spite of all that has happened, that a market could be found for their wares. Their example is certainly worth considering. It adds another chapter to the interesting story of advertising in times of stress and uncertainty—a story which always points to the same moral, namely, that wise advertising never pays so well as when it is most needed.

**PAST AND FUTURE:** Nothing of practical value came out of the United States Chamber of Commerce's deliberations on stabilization of industry. The only idea advanced was that business can forecast demand and make production plans accordingly. But it is precisely because business is unable to look far into the future that the Utopian condition of perfect balance has never been realized. What we need is not so much to be urged to peer into vistas ahead as to be told how to see what is there. This is not so hopeless as it may seem even to those who scoff at powers of divination. Although prophecy is the most gratuitous form of error, as some witty Frenchman has said, there is no reason to assume that nothing on the scroll of time can be read until the record is unfolded. The blunders of those who try to tell us what is coming are due as a rule to their failure to take note of the record as a guide to the probable course of events. The worst features of present depressed conditions are traceable to the delusion prevalent two years ago that we had entered an era of freedom from the lessons of experience. The War had proved that age was all wrong, that youth, untrammelled by outworn ideas, knew better how to keep us on the straight, level road that leads always and only to Fortune. . . . Made wiser by indulgence in this sort of transcendentalism, we are now plodding along the more familiar paths, the windings and ups and downs of which we can make allowance for by our knowledge of the devious ways over which we have traveled. We shall never go far toward stabilization till we learn that excesses will always be punished in the future as they have been in the past. Most of the constructive work now being done recognizes this immutable law and so gives promise of setting up a foundation for the sort of progress that is capable of withstanding ordinary shocks.

# All for the price of two 2¢ stamps

THE cost of a full color page advertisement in The American Weekly is \$16,000.

That is the highest price per page asked by any magazine publisher in the world.

But the advertiser who stops to analyze that cost soon comes to the realization that it is the greatest bargain on the entire publishing counter.

For \$208,000 he can buy a full page in four colors every fourth week throughout the year and merchandise his wares thirteen times during the year to 5,500,000 prosperous families who live in the richest buying areas of this country.

These pages which are more than twice the size of any other magazine page give him full opportunity to tell his whole story in word and illustration.

The great economy of The American Weekly as an advertising medium quickly becomes apparent when its cost is reduced to the common denominator of the two cent stamp.

If the advertiser were to mail each of these thirteen color pages to each of the families reached by this mighty magazine *the postage bill alone*, for a year, would be 26c per family—or \$1,430,000 in all.

Yet, through the medium of The American Weekly he can address 5,500,000 families every four weeks throughout the year with a great color page advertisement at a cost of less than two 2c stamps per family reached.

When you realize the economy and the power of this great magazine; when you realize that no other magazine in all the world can offer so much for so little—then you will understand why, even in times like these, The American Weekly continues to forge ahead year after year.

To give some idea of the coverage of this mighty magazine, let us analyze its circulation.

The American Weekly concentrates and dominates in 579 of America's 997 towns and cities of 10,000 population and over. (1930 U. S. Census figures.)

In each of 154 cities, it reaches one out of every two families

In 107 more cities, 40 to 50% of the families

In an additional 147 cities, 30 to 40%

In another 171 cities, 20 to 30%

... and, in addition, nearly 2,000,000 families in thousands of other communities, large and small, regularly buy The American Weekly.

Where can you spend your advertising dollar more effectively?

## Cock-A-Doodle-Do



The American Weekly advertising revenue and lineage for the month of April was greater than for any April in its history, and is greater for the first four months of 1931 than for the first four months of any year in its history.

# THE AMERICAN Greatest Circulation in the World WEEKLY

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO  
11-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA . . . INTERNATIONAL OFFICE BLDG., ST. LOUIS





# Tacking makes extra work

... **BUT** sailing before the wind consumes less effort and less time. A straight course is much more desirable than a circuitous route, more profitable for either sailing-ship or advertiser.

Hundreds of advertisers in 1930 proved unnecessary a zig-zag path toward sales in Cincinnati and used The Times-Star exclusively to carry their messages directly toward the objective ... and with unerring results.

There is no tacking of sales ships smoothly sailing on a Times-Star schedule borne swiftly on a sweeping wind of confidence and reader acceptance. The Times-Star is READ in a majority of the worthwhile homes in Cincinnati. It is thoroughly sales effective and your message takes the shortest and quickest route to its goal ... the sale.

## THE CINCINNATI TIMES-STAR

HULBERT TAFT

President and Editor-in-Chief

Eastern Representative  
MARTIN L. MARSH  
60 East 42nd St.  
New York



Western Representative  
KELLOGG M. PATTERSON  
333 N. Michigan Ave.  
Chicago

Member of A. B. C.

100,000 Group

Media Records

## Cut Waste, Boost Profit, Four-A Goal in 1931

(Continued from page 233)

rather emotional denunciation of certain types of testimonial advertising and other forms of destructive copy themes.

Frank Braucher, vice-president of the Crowell Publishing Company, talked very openly and frankly on the very difficult problem which publishers are facing in their efforts to eliminate destructive advertising, that which is aimed at competitors rather than consumers.

M. L. Wilson of the Blackman Company closed the Thursday business session by citing several examples of companies which have made progress during the depression period and which have used increased advertising appropriations as a means of arriving at the combination of increased sales and increased profits. In the course of his talk he called upon several other members of the association who cited specific cases they had observed.

W. G. Chandler, general manager of Scripps-Howard newspapers, dwelt on the necessity of establishing a standard definition of national and local advertising. Frank Hermes of the Blackman Company talked about A. B. C. and the improvements made and being made in its service.

## Survey of Surveys

(Continued from page 218)

wage per employer as reported by bankers in 151 towns under 10,000 population. The average wage is seen to be \$25.15 per week.

Table V shows the percentage of small towns having newspapers which have electric lights and gas service; naturally a very high per cent.

Table VI shows the number of high schools, libraries, railroads, banks, churches, motion picture shows, doctors and dentists in twenty-nine small towns studied last summer by *Grit*.

Table VII gives the number of economic agencies (retail stores, etc.,) for each ten villages of varying sizes in New York State.

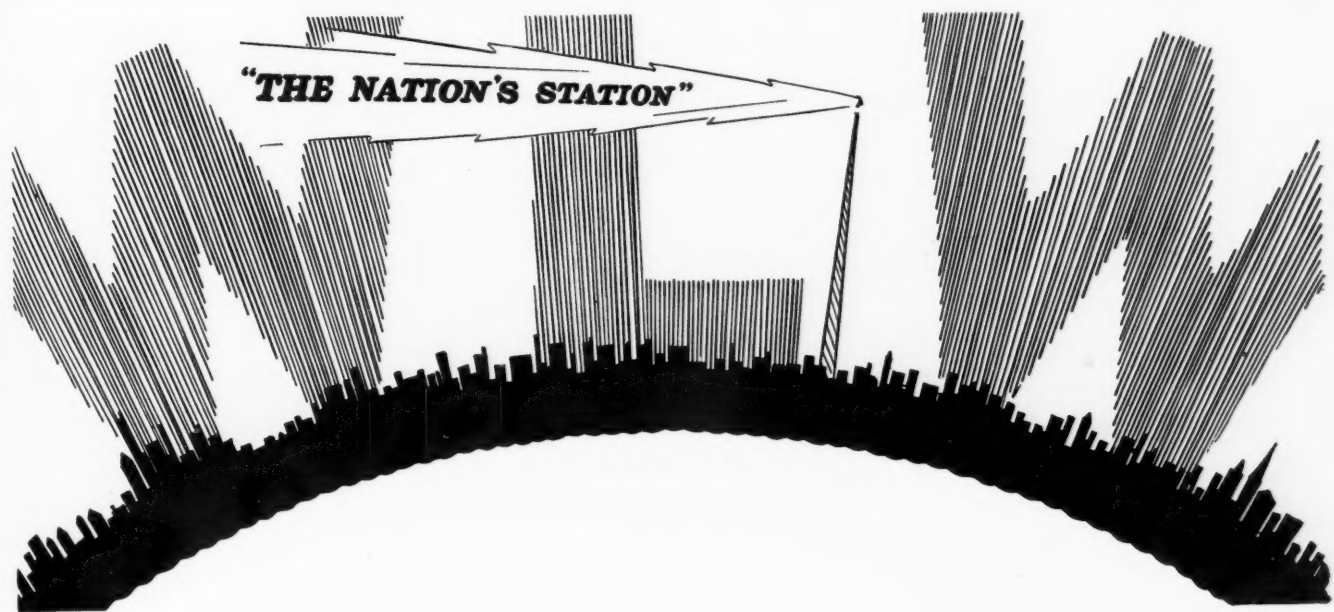
Table VIII presents a graphic picture of brand competition in 100 small town grocery stores.

Table IX shows the same for thirty small town drug stores.

Tables X and XI give the sales popularity of various drug and grocery brands in small town stores.

Table XII shows the number of small towns having daily or weekly newspapers; Table XIII the same figures in percentages; Table XIV the occupations of the heads of families reading *Grit*; Table XV the potential buying power of *Grit* families—etc., etc.

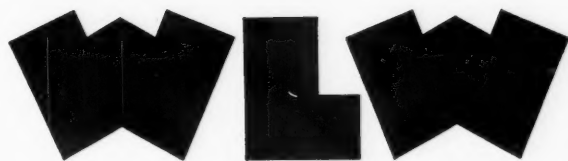
Get this book. It is not only good statistical data—it also tells the supplementary facts most graphically. Address *Grit* Publishing Company, Williamsport, Pennsylvania—or this column.



# DOMINANT

Over a wider and more  
densely populated area

Send for the  
WLW Booklet



THE NATION'S STATION

THE CROSLEY RADIO CORPORATION

CINCINNATI, OHIO

**SALES  
MANAGEMENT**

**20  
Weeks More!**

The 1931 Edition Will Be  
Published September 26th

**MARKETS AND MEDIA  
REFERENCE NUMBER**

"I think it is the most complete source of information that we have on file."

C. C. WINNINGHAM, Inc.  
Research Librarian



**Summer Days Are  
Comfortable . . . Here**

SUMMER days in Chicago  
are comfortable . . . at THE  
DRAKE. Pleasant . . . spa-  
cious . . . airy rooms and  
an ideal location . . . over-  
looking Lake Michigan  
. . . Beach, bridle paths . . .  
Lincoln Park . . . and other  
attractions immediately ac-  
cessible. Rates begin at \$5  
per day. Permanent Suites  
at Special Discounts.

**THE  
DRAKE  
HOTEL, CHICAGO**  
*Under Blackstone Management*

**"AN ADDRESS OF DISTINCTION"**

## 2,200 Jobber Salesmen Enroll in Blackhawk Long-Pull Contest

(Continued from page 238)

a major prize, liberal merchandise prizes are also to be awarded.

About the first of July a Blackhawk Trail catalogue of premium merchandise, provided by May & Malone, Inc., will be furnished to all registered contestants. A salesman who attains only 75 per cent of his quota for a year will be entitled to fifty merchandise credits and one who makes only 50 per cent of his quota will be entitled to twenty merchandise credits.

Then for those star performers who exceed their quotas there will be suitable extra rewards which, at present, are referred to only as "mystery prizes." Quotas are set by the manufacturer, of course, but they are said to be very reasonable and easily within reach of every salesman who makes an earnest effort.

### Distance Affects Quotas

Inasmuch as different jobbers are located at different distances from Chicago, however, and the railroad fares differ correspondingly, salesmen working far away are really working for a larger prize than are those closer by, hence it seemed only fair that they should be assigned a somewhat larger quota. There are, therefore, five quotas, those of salesmen located at a greater distance being higher than those of others nearer by, although not correspondingly so, as to make them proportionate with the railroad fares would make too great a difference.

As it was first necessary to secure the whole-hearted cooperation of Blackhawk salesmen in presenting the proposition to the jobbers, a portfolio presentation was prepared and a demonstration was made before the salesmen at a meeting in Cleveland in November. One factory executive took the part of a salesman while another acted the part of a hard-boiled jobber and found as many objections as possible to the plan. At the conclusion of the demonstration the salesmen were asked whether they could win the cooperation of their jobbers, and they said they could.

Each Blackhawk salesman was then provided with a similar portfolio and went out to sell the idea to his jobbers. The portfolio presented an outline of the plan, with dummy mailing pieces to be used, dwelt at considerable length on the marvels of the

fair, pointed out how the plan would benefit the jobbers, emphasized the sales possibilities in all territories and gave illustrative examples of how easily salesmen could attain their quotas.

Blackhawk was to assume all the expenses of bringing the winning salesmen to Chicago and Milwaukee and furnishing merchandise prizes, but the expense of promoting the campaign, including that of preparing and distributing more than thirty mailing pieces, most of them in four colors, to whet the desire of the salesmen, would also be considerable, hence: "Blackhawk asks the jobber, as evidence of good faith and willingness to cooperate in this epochal contest, to back each salesman with a registration fee of \$3.00. This figure will cover about one-third to one-half the cost of sending out the announcements and bulletins to the men."

While this small registration fee does help defray the expenses of the campaign, Blackhawk executives pointed out, it also does something even more important; it insures the hearty cooperation of the jobbers. Having paid a registration fee of three dollars for each of several of his salesmen, it is to be expected that he will take care to get a full return on his investment, and the only way he can do that is to see that his salesmen sell more Blackhawk tools than formerly.

That the plan was well received is indicated by the statement made above that more than 2,200 jobbers' salesmen have already registered. This not only is nearly 50 per cent of all eligibles, but it is a far larger per cent of all who, because of their local conditions, are in position to participate.

### West Coast Retailers Tackle Cut-Price Problems

(Continued from page 230)

cases price-cutting has caused a hatred, disgust and distrust among the regular trade that your firm and products must bear for a long time into the future."

A bulletin sent out from Mr. Philip's office, a copy of which has also been sent to each of the eleven manufacturers, summarizes the results of the survey in Alameda County, which includes the cities of Oakland, Alameda and Berkeley.



"Ninety-five per cent of the 200-odd druggists in Alameda County have been visited and the answers to the questions show that those druggists are independently thinking 95 per cent the same way. One of these eleven manufacturers will have considerable support from the retailers in this county during 1931; two will have fair support; seven will have no window or inside display, and no co-operation.

"The druggists are pushing competing items, with increasing sales on these competing items. Cut-prices have damaged the good name of most of these manufacturers with the retail trade. If the old saying 'He who steals my good name steals all I have' is true, the manufacturers should be gunning for those sharp-shooting price-cutters. One druggist said, in speaking of one of these products, 'I used to sell six dozen every two months; now I sell only one or two bottles during the same time.' (A drop in sales from 432 bottles to from three to six bottles a year.)

"By far the large majority of the druggists think the fault lies with the manufacturer in not properly choosing his distributors and customers. Volume greed and outlet at any discount price is, in the druggists' opinion, one of the principal causes of the cut-rate problem."

This Philip's survey is to be featured on the program of the California State Pharmaceutical Association convention, May 25 to 28, and it is said that the National Association of Retail Druggists will be asked to consider it at their convention in September.

## Why Wamsutta and North Star Merged Sales Activities

(Continued from page 231)

yet these months are excellent sales months on sheets and pillow cases. The opposite holds true in September, when blanket sales are up and sheet selling is quiet. Consequently the salesman can be kept up to full production throughout most of the year.

A fifth advantage is the achievement of greater store promotion with two lines to promote in ensemble. Already five of the country's largest stores have been won over to the promotion of Wamsutta sheets and pillow cases in special combination with a North Star summer blanket.

When the sales merger was first initiated there were problems of sales training, division of territories and the maintenance of salesman loyalty. Rumors have a way of spreading



# HERE!

## The Buying Habits of a Million Americans Will Be Influenced this Summer and Fall

The WORLD-WIDE 1931 EXHIBIT will occupy the most prominent location on the midway at twenty great state and county fairs—which were visited by more than 2,500,000 persons last year.

It will be the only free attraction on the grounds.

For weeks in advance, newspaper publicity and billboards will feature free fashion shows, free talking picture programs, free vaudeville acts, free samples of merchandise.

And a giant robot standing outside the exhibition tent will shout his invitation to come inside. Electric lights will flash an echo to this.

Courteous guides will escort the visitors to your booth to hear your story told by an experienced demonstrator—to see your product in actual use—to receive samples and descriptive literature, which are taken home in a decorated bag which we supply to them free.

This offers manufacturers of drugs, cosmetics, foods and countless other products a timely opportunity to boost their 1931 sales in a big way.

The cost? Ridiculously low! Less than half a cent per person covers everything: space, decorations, demonstrator, publicity, guides, installation, etc.

*With only a limited amount of space available, prompt action is imperative. Investigate our plan—Now. Study our "circulation" proof—the rich market we reach and influence, the dealer "tie-up" possible, etc. Write, phone or wire for information!*

**World Wide Exhibits, Inc.**

325 West 41st St., New York City

At a cost of less than half a cent per person

You can meet more than a million potential customers face to face

Make actual demonstration of your products

Distribute samples and literature

Show silent motion pictures of your product in use

—or do all of these things together.

rapidly in sales forces and building up ugly mental hurdles unless they are squelched at the outset. In order to start the training program off right, assure each man of his job and alleviate his objections when his territory was adjusted, a new compensation plan was put into effect, whereby each man's salary was raised immediately and he was shown future prospects for larger commission earnings.

In determining compensation arrangements and quota setting for the realigned territories, sales of the eight years previous to 1929 and 1930 were charted in order to determine the normal rate of growth. This normal rate of increase was projected through the abnormal years to the end of 1931. The projected sales for 1931 were corrected, first for local conditions and, second, by halving the difference between what the sales would have been had the increase rate been normal during 1929 and 1930, and what they actually were.

The final figure was considered fair because it took into consideration growth in normal times corrected for the erratic developments of two abnormal years.

### Six Weeks' Training

The training of the salesmen was accomplished in six weeks by having every man (except the two salesmen in Chicago, who work in part cooperatively and who handled their own training) come to the New York salesroom. The procedure was largely question and answer. The Wamsutta specialist handled the customer when he asked to see the Wamsutta line. During such a sales solicitation the Wamsutta specialist had one or more North Star salesmen at his elbow to hear the story. The same process was reversed when the customer wanted to hear about North Star. In this way, salesmen trained each other and, incidentally, invariably made friends, which is a plus value that will undoubtedly prove its worth later on. Training the force in the ensemble selling of both lines was, of course, under the guidance of the sales manager who had to develop the new technique as cases came up.

Due to long contract schedules and the necessity for further study of the group or ensemble selling technique, the advertising program of the two concerns has not yet been merged. Advertisements of one product at present carry only a line recommending the other. Some time in the near future, however, a merged advertising campaign is expected to complete the process of merging the sales of two products.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display  
Cash Basis Only. Remittance Must Accompany Order

### LINES WANTED

IF YOU ARE NOT SATISFIED WITH THE business you are getting out of New York and the East, read the rest of this advertisement. For twenty years I have been manufacturer's representative in this territory as executive and sales manager. My personal sales have amounted to millions. Do you need a man to sell your product in this territory who is capable of managing your Eastern office, one who can himself sell the product, train your salesmen, and capably conduct the details of your business. Bank and trade references. C. C. Parsons, Hastings-on-Hudson, New York.

### POSITION WANTED

SALES EXECUTIVE AVAILABLE. THOROUGHLY experienced in modern sales and merchandising methods. Well equipped to formulate sound sales policies, analyze territories, train salesmen, plan promotional work, create practical advertising and visual sales aids for agents and dealers. Experience includes building materials, office appliances and automobile insurance. Ten years as salesman and branch manager. Seven years as general sales manager of an office appliance company, supervised over 100 domestic branches, also fifty-six foreign agencies. Six years as general manager of distributing company selling office specialties such as visible filing equipment, book-keeping machines, safes, calculation machines, etc. However, various mergers eliminated our profitable lines, necessitating change. Age 44, graduate

Civil Engineer. References unquestionable, record clean and successful. Prefer a reasonable salary and percentage of sales. Address Paul B. Waldin, 13584 Turner Avenue, Detroit, Mich.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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## Roland Cole

### Sales Counsel

370 Lexington Ave. New York  
Telephone: LExington 2-3020

## Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

**"GIBBONS knows CANADA"**